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SPECIAL LIBRARIES

APRIL 1960, Vol. 51, No. 4

Planning: A Prelude to Progress

Papers and Discussion

Philip Morris Research Center Library

Program for 51st Annual SLA Convention

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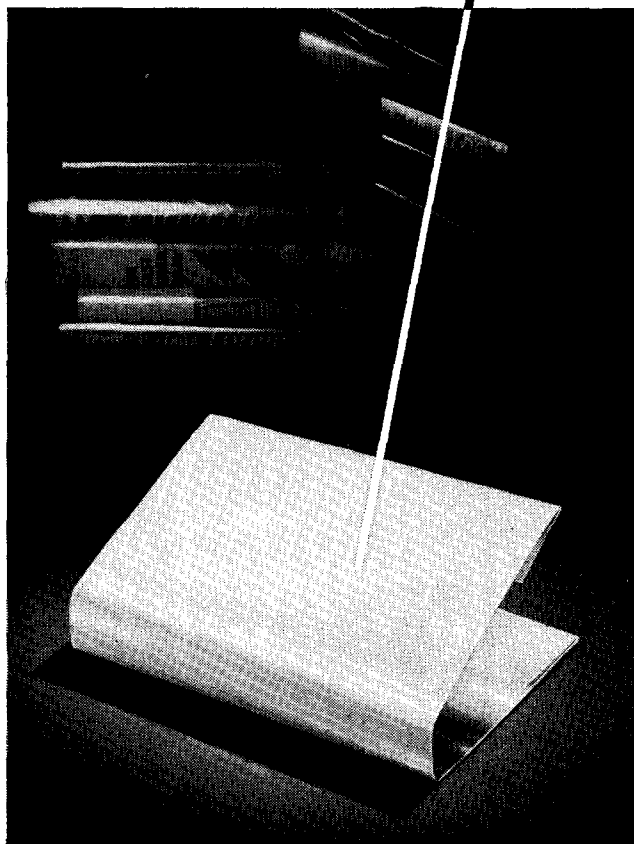
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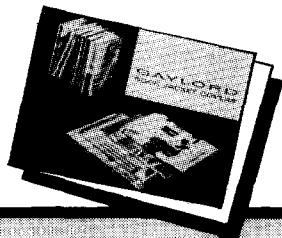


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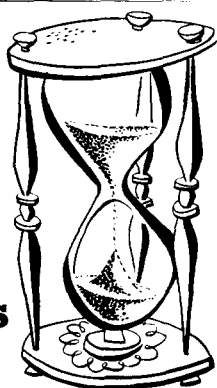


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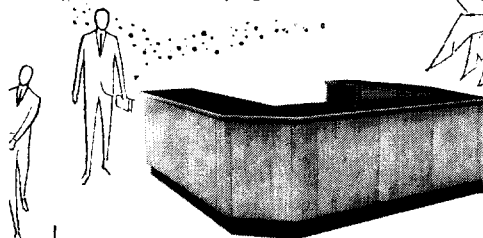
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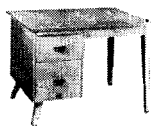
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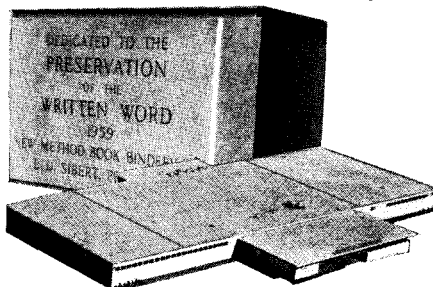


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SPECIAL LIBRARIES

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Special Libraries Association

Volume 51, No. 4

CONTENTS

APRIL 1960

Planning: A Prelude to Progress, Introduction	EUGENE B. JACKSON	179
Library Management—Yesterday, Today and Tomorrow	ROSE BOOTS	180
As Management Sees the Special Library	ARTHUR C. DANIELS	185
Planning for Library and Company Future Needs	DONALD MARR	188
Management's Expectations from the Services of a Special Library	DR. GEORGE L. ROYER	191
Communication, Perception and Motivation	DR. MARTIN GOLDBERG	193
Discussion		197
Planning the New Library: Philip Morris Research Center Library	BESS P. WALFORD <i>and</i> C. V. MACE, JR.	200

SPECIAL LIBRARIES ASSOCIATION

Rose Boots: In Memoriam	JANET BOGARDUS	199
51st Annual Convention Program		205
SLA Sustaining Members		212
News From SLA Headquarters		213

NEWS

Have You Heard	215
Off The Press	217

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Participants on the panel, "Planning: A Prelude to Progress," left to right: Eugene B. Jackson, Rose Boots, Arthur C. Daniels, Dr. Martin Goldberg, Donald Marr and Dr. George L. Royer.

Planning: A Prelude to Progress

WE ALL MUST BE concerned about and interested in the future because the future is where we will spend the rest of our lives. This truism of Dr. C. F. Kettering's gives the reason for the General Session on Wednesday, June 3, 1959 on "Planning: A Prelude to Progress," at the 50th Convention of Special Libraries Association in Atlantic City, New Jersey.

The session title carries the implication that chaos is achieved without effort but that it is necessary to plan for progress. We face the fact that life becomes increasingly complicated. The equipment and facilities necessary to support that life are likewise becoming more complicated as are the organizations and industries needed to supply this material. Day by day the need grows to salvage even more results of past endeavors so as to minimize the losses due to inefficient utilization of the record of the past.

Literature is one of the very great traditional sources of information. Each of us as special librarians uses many things besides books, periodical articles or reports to answer our questions. Among others we use the minds of the men in our organizations and their acquaintances for information. Ingenuity in handling information becomes more and more important. Homemade information tools are traditionally the trade mark of the special librarian and will become increasingly so.

It is inevitable that mechanization will eventually be employed to control technical literature. As was mentioned elsewhere at this 50th Anniversary Convention, machines are going to grow on us and we will be using them before we realize it.

The highest goal to which we special librarians can aspire is to become the first *Vice-President for Technical Literature* of our organizations. This goal is not nearly as visionary as it might seem at first, but it is certain that it will not be achieved without brilliant planning and superlative execution of those plans.

EUGENE B. JACKSON, Moderator

Librarian, Research Laboratories, General Motors Corporation, Detroit, Michigan

Library Management—Yesterday, Today and Tomorrow

ROSE BOOTS, Chief Librarian

McGraw-Hill Publishing Company, Inc., New York City

THE MEMBERS of the panel were told that the greater proportion of our thoughts should be devoted to the future and what it holds. This might be an easy assignment for a newly organized library or one in the fast-growing stage, like Mr. Marr's, but I think you will agree that there is a limit to what the librarian of an organized library, in existence for 33 years, can say about future progress, except we have every reason to believe, from past experience, that our library will keep pace with the future growth of our company. There has recently been a change in the top management of our library and we have been upgraded in the company hierarchy. I plan to tell you how this came about and of some of our plans, which were carefully nurtured for a long period of years.

Scope and Growth

In order to make what I have to say more meaningful, I want to give a brief picture of our company. McGraw-Hill is the world's largest publisher of technical magazines and books. The McGraw-Hill Publishing Company, Inc., the parent company, has six subsidiary and associated companies. The combined companies maintain 20 domestic offices, 15 foreign offices and representatives in 68 additional foreign cities. The total number of employees at headquarters in the big green building on 42nd Street, more than 90 per cent of which the company now occupies, is 3,860; the over-all total is 4,769. The Publications Division publishes 28 domestic magazines and six services, covering 22 specialized fields and functions of industry. The International Corporation publishes five magazines. The Gregg Division of the Book Company publishes two magazines in the field of business education. The Book Company has 3,300 titles currently in print,

to which are added approximately 350 new books each year.

The vision and horizon of the library are quite a lot broader than that of most special libraries. As Ralph Smith, my immediate supervisor, so aptly put it in an article he wrote for *Special Libraries* (November 1953, p. 358-62):

"Our library is something special among special libraries because we are almost as public as the public libraries. It plays an important part in our publishing operations and in our public relations with outside customers. Our operation in this kind of an enterprise, and in this particular company which has set itself up as world headquarters for business and industrial information, is special, too. The vast job of providing the vital information needed by the world's working millions who read McGraw-Hill magazines and books, hinges on the Library just as it does on the magazine editors and book authors who investigate and report on the newest applications of the world's burgeoning knowledge. And the company's magazines and books serve to send readers to our Library for supplementary or antecedent information. This is something different from the job of the special library set up by a company simply to collect and to keep available the special information needed to guide it in running its own business. That job is on Miss Boots' list, too, of course, but dispensing information is the company's function, and therefore the McGraw-Hill Library must provide information on everybody's business. It has been doing this, with a variegated history, since the early 20's."

My primary interest, through the years, has been to provide a service in keeping with the needs of one of the world's largest publishing companies and a library which would command the respect not only of the people in McGraw-Hill who use it but also of outsiders who use it (the majority are important customers and advertisers). We feel that we have succeeded in our endeavors and that our contribution to the company has been recognized. But success did not come overnight—it has been a gradual proc-

ess, which has evolved on demonstrated quality and ability. I could not have accomplished this goal without the wonderful cooperation and understanding of my superiors, right up to the president of the company, and without the loyalty and fine teamwork of the dedicated and industrious members of my staff. We are all proud of our library.

The library is truly an operational part of the company. Management does not consider it a luxury or just a showplace, although we are constantly showing it to management men in other companies from the United States and abroad who want to see what a company library looks like and what it does. Some of them are interested in learning how to organize libraries for their own firms. Hundreds of librarians have visited us too, and even after six years in our present location, librarians planning new libraries or expanding old ones still come to us to get ideas.

We have been most fortunate in our relations with top management. The library is looked upon very favorably by the executives, publishers, editors, salesmen, promotion men, heads of departments and others. We have not, however, sold our services just to top management. No employee is too unimportant to serve.

A tour of the library is included in the three-day editorial orientation program for new editors, along with trips to the executive, manufacturing, illustration, advertising, circulation, centralized services, finance and personnel relations departments. I take the editors on a tour of the library, explain our services and answer any questions members of the group may have. A brief one-page description of the library is given to each editor. The professional members of the library staff have recently been included in this program, along with the editors.

It was the late Curtis W. McGraw's understanding of the needs of a great publishing enterprise that made our library what it is. When he was President of the company, he took a personal interest in the plans and gave us the only air-conditioned space in the building. The entire building has since been air-conditioned, but we had a four-year bonus. We had *carte blanche*, within reasonable limits, of course, in the purchase of all new

APRIL 1960

equipment to create attractive quarters for efficient library service. Mr. McGraw's constant interest in the progress of the company library can best be expressed in the letter he sent to me upon the completion of the removal to new quarters:

"That you and your staff like the new library is, of course, most pleasing to all of us. My fundamental thought is and has been for a long time that if we cannot have an outstanding library, we really ought to have none. The only reason it was not accomplished sooner, as you know, was because of lack of space. I realize that during the last few years you have all broken many records for service and I know that with the more efficient layout greater things will be accomplished. We have every faith in your most vital and necessary service to the company as a whole."

We made every effort, the first five years after I took over, to prove our worth and to earn the faith of Mr. Smith, Mr. McGraw and other top executives. We did this by doing a good job, regardless of handicaps, and by striving to give superior service. We have never relaxed our effort or stopped short of this goal. We have demonstrated our brand of service over a long period of time. In my estimation, if you do a good job the greater part of your selling job is done. You cannot sit back and hope that success will come to you. You have to get busy and work for it. You have to show what you can do—you have to produce. We have found that much of our support through the years has come freely from heads of departments and other users of the library who have taken the time and effort to write memos to Mr. Smith, with copies to the top executives, extolling the value of our services. Dexter M. Keezer, Vice-President and Director of the Economics Department, one of our staunchest supporters, has served as a free press agent for the library for many years.

Communication

Management does try to keep us informed of important developments and future plans, and we are grateful for this because it gives us an opportunity to anticipate future demands upon our services. For example, several years ago, before it happened, we were told that the Publishing Company was planning on taking over some petroleum magazines; consequently we had time to expand

our collection in this field. Prior to launching the new publication, *Control Engineering*, we had accumulated considerable information on automation and instrumentation. In advance of publication of the newest paper, *Purchasing Week*, we updated our books on purchasing and industrial procurement. Before the machine data processing department was actually established, we had acquired a sizeable amount of materials on electronic computers, electronic data processing, punched cards, etc. When we learned that a committee had been formed to study the graphic arts program, we added to our materials on this subject. There is great satisfaction in being prepared for whatever is asked of us.

As chief librarian I have the status of a department head; consequently I receive copies of all executive memos, executive personnel bulletins, division memos and department memos sent to executives, publishers, editors, managers and department heads. Most of these I route to the members of the library staff so that they will be fully informed on company changes in personnel, policy and new developments. In addition, Mr. Smith kept me advised of changes in the wind. Since the company is so large and so decentralized, it would be impossible, with the present library staff, for me to keep contact constantly with *all* of the management men who are responsible for initiating new projects throughout the various companies. We usually find out about them, however, even if we aren't told directly, because in many cases our opinion is sought and because library materials are used in the preliminary stages of planning.

Although communication is our business, there are sometimes breakdowns. Occasionally things happen that we hear about indirectly. Since the library is the central clearinghouse for the whole company, we are supposed to receive automatically copies of all publications, services, reprints, research studies, promotion pieces and the like issued by the various publications and departments. At times though, usually because of frequent changes in clerical personnel, the machinery has broken down, someone has goofed by removing us from the distribution list and

we have heard of new publications from outsiders. This situation can be quite embarrassing, as you can well imagine.

If management does not cooperate by letting the librarian know what is going on and what is planned for the future, she is denied the right to give the service the company should expect of her. She must not only point out the importance of this function of management to her superiors, but she must make an occasional check to see if this policy is being followed. At all times she should keep her ear to the ground and follow up on all rumors of changes and plans afoot.

Mrs. Irene M. Strieby, in her article entitled "The Company Library" (*Harvard Business Review*, May-June 1959), states:

"What can the company library do to aid all levels of management in keeping informed? One vital point is that the library must be made aware of the plans and problems of every group so that its information needs will be fully understood and anticipated. No effective information program can be carried on in a vacuum. Similarly, the best collection of materials is of little value unless those who need it know that it is available."

The New York Chapter of SLA held a brainstorming session in October 1958 under the direction of Charles Clark. The subject brainstormed was "How to get more people to use the library." A compilation of the suggestions was made under several broad headings such as "library relations with company and management." Following are the suggestions made by librarians for relations with management:

1. Keep abreast of company affairs.
2. Tie in the library with the company's projects.
3. Sit in on management or staff meetings.
4. Make a library presentation at management and/or staff meetings.
5. Keep the special interests of the executives in mind and send them material pertaining to them.
6. Form a library committee.

Relations with Management

Now I should like to tell you something about our specific relationships with management. When I first came to McGraw-Hill, I started reporting to Ralph Smith, Editorial Director of the Publications Division, who,

a few years later, also became a Vice-President of the Publications Division. I reported to him for ten years. He admitted, right off the bat, that he knew little about libraries or librarians but that he was willing to learn. So I started enlightening him by talking with him and sending him occasional articles and books to read. He was an excellent pupil and learned fast. For a few months we had a standing weekly appointment to discuss problems and plans. After that we met regularly every other week for a few months, then once a month for a while. The regular conferences were very helpful because Mr. Smith had much to learn about company libraries; there were many problems to be solved and decisions to be made. After he understood what I was trying to accomplish and how I planned to go about it, he suggested that we discontinue the regular meetings and that I call him if I had any ideas or problems.

It didn't take me long to discover that the library was loaded with two big clerical jobs, which rightfully belonged elsewhere but had been "dumped" on the library somewhere along the line. The library was handling all photostat orders and all binding orders for all publications, including orders for the editorial and business staffs and for outsiders. Mr. Smith arranged for a transfer of these two clerical operations, which were very time-consuming and left little time for library work.

He formed a Library Advisory Committee to gain support for some of my ideas and to help me establish certain policies for which he did not want me held responsible. In other words, the committee was blamed for the establishment of some new policies, which were unpopular at first but were gradually accepted.

The Library Advisory Committee aided in adding a full-time cataloger to the staff. Although the library was started in 1926, there had never been anyone to catalog the books except the librarian. I understand that at one time three catalogers were employed for a year or more to catalog the collection, but their stay terminated before they had finished the job and before they had cataloged the reference books and certain important government publications—the tools needed ur-

gently for answering many reference requests. At one of the meetings of the Library Advisory Committee, one member wanted to know if we couldn't have more government publications. I told him we could obtain more books and more government publications if we had a cataloger, but that there was a considerable backlog of uncataloged materials already on hand. He said "What is a cataloger, a man or a machine?" (Incidentally, he is no longer with the company.) I explained what a cataloger did. I pointed out that the librarian, in addition to administering the library, training the staff, cleaning out the storeroom, taking an inventory, supervising microfilming, planning a new library, etc., couldn't select and order books, answer reference questions and catalog the uncataloged books plus the current acquisitions. I gained the support of the members of the committee and of Mr. Smith, and we added a professional cataloger to the staff. This was a big step forward.

As a matter of fact, when I took over the reins in January 1949, there were only two professional librarians (the indexer and I) and four clerical members, and the salaries were low. We now have 11 members on the staff, eight of whom are doing professional work and three of whom are non-professional assistants. Three of the eight professional members of the staff spend their full-time indexing 13 McGraw-Hill magazines and answering reference questions regarding articles that have appeared in them. This is a vital part of the library operation.

The semantics problem seems to be a prime stumbling block between librarians and non-librarians. We had great difficulty in this respect when our jobs were evaluated several years ago. After preparing job descriptions and after the job evaluator had talked at considerable length with each member of the staff, he submitted his report to us. We had the shock of our lives. Everyone on the staff, except the librarian in charge, was listed as doing semi-routine work. We realized that he had not understood our library lingo at all and that he really didn't understand such words as reference, cataloging and indexing, in spite of the fact that we had explained in some detail the work in-

volved. We had to do some fast talking to convince our evaluator that the work done by the reference librarians, catalogers and indexers was creative—a point he just couldn't fathom at first. We finally became smart and changed every mention of reference to research—a term familiar to all management men, even though some of them might not know exactly what that word implies either.

I don't want to convey the impression that increasing the staff and making other improvements has been easy or that everything has been full of sweetness and light. We have had our ups and downs. We have had to convince management with statistics and some "hard selling." I put so much effort into keeping the staff, the salaries, the book budget and the annual budget in line with the growth of our job and the growth of the company that Mr. Smith, at one point, said "Miss Boots, you should have been a salesman, not a librarian!"

We have merchandised our results to top management by the use of monthly, quarterly and annual statistics and by written annual reports showing our performance and our results in essay and in chart form. We have tried to use showmanship at every possible opportunity. We have contributed to the objectives of the company and we have shown what we can do. It has paid off in many ways, not only in job satisfaction but in the pleasure of seeing in print articles for which we supplied information in many magazines, promotion pieces, company editorials, books and pamphlets.

Company Recognition of Library Service

We know that the library has made a real contribution to the company and we have visible proof of it. We keep two three-inch notebooks in the library, one for "Library Appreciation—McGraw-Hill" and one for "Library Appreciation—Public." Here we file many of the letters praising our services, and they help to bolster our spirits from time to time. Mr. Smith was quite impressed with this accumulation of bouquets. After he perused the letters and memos he wrote: "Smart documentation of the value of McGraw-Hill library services. Thank you for

letting me see it." The letters from outsiders represent an impressive array of industrial companies throughout the world.

We also maintain a publicity notebook in which we keep all pictures, articles and notices about the library or the librarians that have appeared in the company house organ or in local newspapers.

Our company is library-minded. The McGraw-Hill magazine *Business Week* has its own library to serve its editorial staff. It is manned by two professional librarians and one clerical assistant. A former librarian spends about 20 hours a week preparing the index at home. The Technical Writing Service of the Book Company, which produces training manuals, company histories, operations manuals and collateral literature for agencies of the federal government and for industry, recently employed a trained and experienced librarian after a contract was concluded with the government for abstracting and translating scientific and technical Russian literature. Each publication has its own so-called library consisting of its own bound volumes, competitive publications and review copies of specialized books needed for constant reference. Review copies of most books are sent to our library in accordance with a directive from top management.

About the time Mr. Smith told me that he would be retiring in the fall of 1959, he asked me to send him a list of all of the librarians and the names and titles of the persons to whom they reported, from the beginning of the library to date. I sent him, also, a copy of the following paragraph from an article entitled "The Place of the Library in the Organization," by Mrs. Irene M. Strieby (*Proceedings Executive Conference on Organizing and Managing Information, Chicago, Feb. 1, 1957, Chicago: University College, The University of Chicago, 1957, p. 52.*):

"TO WHOM DOES THE LIBRARIAN REPORT?"

Literature on management tells us that everyone in a supervisory position wishes to report to some one as high in the chain of command as is possible since it is felt more effective work can be done the fewer hurdles there are to negotiate in securing approval to initiate action. The question of supervisory authority, however, is automatically answered when the decision is made as to where the

library fits best in the organizational structure. If subsequent experience shows that the immediate supervisor lacks sufficient authority to gain support for library policies, or the educability to grasp the essential aspects of service, then management has the problem of checking back to discover and remedy its error. The chances are slight for such a situation to arise since the supervisor is usually well chosen for his inherent integrity and leadership."

Although the library was established in 1926 under the Publications Division and the librarians had always reported to someone in that division, Mr. Smith had come to feel, as I did, that since the library cuts across the board to serve all departments, including services, of all companies, ideally the librarian should report to an executive covering all of these activities.

And so it came to pass. On January 5, 1959, the following executive memorandum was sent by Donald C. McGraw, President, to all companies, executives, publishers, editors, managers and department heads:

"On the recommendation of Nelson Bond, President of the Publications Division, the responsibility for and direction of the McGraw-Hill Library will be transferred from the Publications Division to the parent McGraw-Hill Publishing Company, effective at once.

This transfer of an operation that has most recently reported to Ralph Smith, as Editorial Director of the Publications Division, takes administrative cognizance of the gradual transition and broadening in scope of the Library's functions and services over the years since it was originally established as a central collection of books and reference materials needed by the editors of our Publications Division.

The Library now provides service not only for all areas of the Publications Division, but for those of the Book Company and other McGraw-Hill subsidiary and associated companies. Its services and facilities are utilized by McGraw-Hill readers of publications and books, and by companies, organizations and institutions with which McGraw-Hill has business relationships and interests. As a result, it must now be regarded as an instrument of general McGraw-Hill public relations and service.

With this transfer, Miss Rose Boots, McGraw-Hill Librarian, who has contributed so much to the growth of the Library's importance to the Company, will report directly to Hugh J. Kelly, Executive Vice-President."

I think that this step up the executive ladder, so-to-speak, is a good one for the company, for the library and for the staff. Under Mr. Kelly's direction, the library will be given the opportunity to keep pace with the growth of our magazines, our book publishing and our business as a whole.

As Management Sees the Special Library

ARTHUR C. DANIELS, Vice-President and Secretary
Institute of Life Insurance, New York City

AS I UNDERSTAND it, my role on the panel is really to represent management and to express some thoughts that may be of help to special librarians in planning their work during the next ten years.

Let me say that I do not share the view that the subject should be approached from the angle of "Management Versus the Special Librarian." I don't want you to think that management is a big bad bear because if anything management could better be compared to the fox who lost his tail, for management is always trying to infect company people with its thoughts and ideas

rather than drawing upon company people for ideas. I'm not sure that this is good, but this is of the nature of management.

I'd like to say that I have great admiration and respect for members of SLA and primarily for Betty Ferguson, your Past-President of 1952-1953. She is our special librarian. One of my sons, who has graduated from college, is now studying for his master's degree in library science. So I can hardly escape librarians, in the office or at home.

Primarily, I want to ask and to comment on these three questions: 1) Why does an

organization have a special library? 2) What should a special librarian know? 3) A final look at the special library and its purposes.

While having lunch, I found out that some of my idiosyncrasies called for a type of introduction your chairman thought he wasn't called upon to make, and which he has asked me to make. May I just tell a little bit about the Institute of Life Insurance, simply by way of background for what I want to say later on.

We have an organization of about 110 people. As a central source of information practically everybody on the staff—and I suppose I should include the secretarial help—and certainly all the career people of the staff, have a function in this area of information. Accordingly, they look upon the library as the central warehouse for things they cannot keep in their heads and in their desks. They also look upon it as a place that will forward information to them. They are very conscious of the importance of the library and very grateful for it; our library is very well integrated into our organization. I think some of the other speakers will talk to you about the problems of integrating the library with management. I assure you we don't have to do that. So keep in mind that I am the fox—of that particular species that I have just described—who has lost his tail.

Why Does an Organization Have a Special Library?

I suppose we can quickly dispose of the usual starting point—the point where management finds that it has reached the size that it just can't take care of the books it has accumulated without centralizing them, at least from a record point of view if not physically. Usually, at this point, it is discovered that some books are in plentiful supply while others, which should be available, are not known to the new librarian and exist only in the memories of a few people in the office. This, then, is a problem of growth and is often the starting point for the special library.

What Should a Special Librarian Know?

You will all agree, I believe, that the special librarian soon finds out that he or

she has two problems: first, to actually corral most of the books and build a record of those the "diehards" in the new organization wish to hold out; and secondly, to try to find where other books and materials, which will be needed and useful in answering inquiries, may be obtained.

For one who is just starting a special library, this must be a heart-rending experience. I am sure the librarian will find that many of the materials wanted by management are not yet in books—they are too current for that. Hence, a reference file must be started. So the first major surprise for the special librarian, if it is a surprise, is to find out that in many areas of work, he or she will be much closer to the frontiers of information than to the solid, entrenched material of outstanding texts and well-documented encyclopedia articles.

Now, may I step directly on your toes by saying that a special librarian, in my opinion, should be certain that he is a librarian and then forget all about it. Management will not be impressed with talk of the "Dewey Decimal System." Management must also assume that the librarian has clerical aptitude, that he understands systems and that he knows how to make a system work for him—so that he will not always have to work for it.

This is a harsh thing to say to anyone who has achieved professional status in a distinctive, ancient and honorable occupation. After all, hasn't management called in special librarians for the very purpose of obtaining the skills and information "they alone possess" to organize a function management itself was unable, or did not even attempt, to organize before the arrival of the special librarian?

All this is true, but the important thing is to be much more than a librarian, if you are to be a special librarian. Incidentally, I do not believe that you will lose professional status, and if you make the grade, management will pay you more than it will pay just a librarian.

What then does management expect? It expects you to learn something about the business, something about the particular company in the business for which you are work-

ing, and—more important—that you become well acquainted with the areas of business interests of the people with whom you will work. You need to learn more than just the language of the business and the company. For example, every doctor has a right to expect that his secretary will learn medical terminology, but the parallel to this will not be enough for the special librarian. For you to make the creative contribution you should make if you intend to live up to the fullest expectations of the job opportunity, you need to plant one foot firmly in the business. And you can't do this unless you have a genuine interest or thirst.

It may seem cruel to suggest that a librarian should read books and ask questions because, after all, this is a dangerous thing for any librarian to start on—particularly if he, or she, is tempted to try to read all the books and try to become too familiar with an area of information. This is a particularly dangerous thing if, in the final analysis, the librarian is still going to have only a little knowledge. This then, calls for a balance in judgment. But, if I might make a suggestion, it would be, "Be less afraid of a little knowledge than of none at all."

In my opinion, management expects the special librarian to take an interest in the information and the sources of information he or she will handle, and as time goes on, to know not only *what* the sources of information are but also *who* the sources of information are. This is important, both from the point of view of finding out who *inside* the company and job are recognized sources and of finding out who *outside* can be utilized.

Sometimes it is not possible to know who these people are, but you can at least know *how* to find out who they are and how they can be reached, by either working together with other librarians or by working with management—in other words, by building your own channels of communication, often as you need them.

A Final Look at the Special Library and Its Purposes

The special library is quite different from the general library. I personally like to think

of it as a warehouse for people's ideas and knowledge but touching upon the particular business or industry.

The special librarian should not, in my opinion, ever try to become an authority. Probably the most important role is that of being a good bird dog—or seeing-eye dog if you prefer that analogy—for that can be as important to management as any function in the organization.

The finding and correlating of materials is something I have stressed so far. I want to add that utilization—proper utilization—is also most important. The special librarian has a responsibility, in my opinion, to see that all new information on every topic reaches the proper person in the organization, the one who is working on that topic. Additionally, the special librarian may have the responsibility of seeing that new material receives proper utilization outside of the offices, depending upon the organization's contacts; this, of course, would differ widely from organization to organization.

Quite often within an organization, you will find a number of people who are following certain areas of information or topics and who are currently either top authorities or ardent followers of the top authorities of information in those fields. The librarian has the role of being familiar with the warehouse of material that these people send to her, and, conversely, to see that all new material that comes directly to the library on their topics reaches these people. Nothing is so shattering to an individual who is following a topic ardently, as to find out that, despite all of his or her efforts, somehow he or she did not know of a recent important article that has somewhat reshaped the thinking of the business in that area. This can be particularly disturbing when a person has to act on information he thinks is current but is actually slightly out-of-date. Here the special librarian should not miss an opportunity to make a creative contribution.

Finally, if the special librarian is doing the job—and I think there is a great challenge in this field and I hope you all see it—it must be his or her responsibility to build and maintain a degree of interest and enthusiasm, which keeps the special library always

in a creative atmosphere and never in the low level of simply being a service function.

Management is likely to fall into the trap of thinking of the special library as a service unit, and when a person's contribution is seen in that light, it is inferior and incidental to the contribution of someone who is more important. I criticize management when this mistake is made, but management may be assisted in such instances by a special librarian who is not willing to build the challenge that should be there into the work. After all, no part of an organization is really a service unit—and this applies to the library.

Then, too, in my opinion, it takes a good deal of special library training, plus a will-

ingness to learn a second field, to be able to place one's self squarely in both fields and to be a good special librarian.

Additionally, to do the job best, there must be some outgoing qualities in the personality of a special librarian, particularly in the ability to earn and keep the cooperation of all in the organization who are in touch with the special library and a desire on the part of the special librarian to broaden these contacts, both inside and outside of the particular organization in which the library is located.

These, to me, are the challenging opportunities that face all of you in the ten years ahead.

Planning for Library and Company Future Needs

DONALD MARR, Librarian

IBM Corporation, Federal Systems Division, Owego, New York

DON'T ASK ME how I happened to hear Don McNeil's Breakfast Club one morning during work hours, but I did, and he told the following joke:

A man was out playing golf on the golf course and he hit a ball into a sand trap. He approached the ball, took a wicked cut at it and missed it completely, but he hit an ant hill and killed 600 ants. He tried again and he missed again, and this time he killed 700 ants. There were two ants left alive and one said to the other one, "We better get on the ball or we'll get killed."

Being on the panel this afternoon has been a tremendous inspiration. Because of my assignment, I have had a really good look at the library and its place in the company. It has resulted in my taking some actions that probably would not otherwise have been taken. I will cover briefly three aspects of planning: The first is planning to meet the company's future growth and direction; the second is planning the library's facilities and equipment; and the third is planning for the library's future.

The IBM Owego Library is one of some 20 formal libraries in IBM as a whole. By "formal," I mean someone is in charge at all times. Our particular library serves the entire plant population at IBM-Owego. Owego is in southern New York, about 12 miles from the Pennsylvania state line and about 30 miles west of Binghamton. Practically all the work at IBM-Owego is done under government contract, either prime or subcontract to the Air Force or the Navy. We represent a profit-making institution. Our fields of interest are primarily electronics and aviation.

Objectives and Communication

From my point of view, IBM-Owego could not long continue to compete in its competitive sphere without the library. My management is as convinced of this as I am, and I believe this to be demonstrated by the fact that among the first 50 employees hired was a professional librarian.

When I was first asked to participate in this panel, I thought of Paul Wasserman's article entitled "Measuring Performance in

a Special Library—Problems and Prospects” (*Special Libraries*, October 1958, p. 377-82). Mr. Wasserman wrote, “One thing is certain. Until objectives of any library are clearly and unequivocally set out, ultimate assessment or evaluation of its performance is impossible.” I would like to add that without objectives, you cannot adequately plan for the future. This is your starting place.

IBM as a corporation has objectives, the Federal Systems Division at Owego has objectives and my library has objectives. These objectives will probably remain about the same as they were in the past, so they do not in themselves give a clue to the future. Planning for the future means looking ahead to see where you are going. With our objectives in mind, what do the prospects look like 20 years from now? In my own case I might ask, “Are we likely to get an Army contract?” If from my sources of information and personal contemplations I think this may happen, then I should start making some plans and some inquiries. What type of work might we become engaged in, is there literature on the subject, how do I get it and who else is in the field? Are we apt to do nothing but missile guidance systems? Will our work be purely electronics or will it be half electronics and half electro-mechanical? Are we likely to automate? What about miniaturization? Will we grow?

How do I find these things out? Not by sitting in the library thinking that it’s management’s responsibility to tell me. Sure, management believes the library is important, but the lines of communication are not direct. We get policy letters, memos and memorandums by the ton. But it is difficult to sift out from these just exactly what is going on. Management may feel that through these communications they are communicating to us; you and I may feel that they are not. If you feel that they are not, then I believe it is your responsibility to go out and improve that line of communication.

To my way of looking at the communications problem, it is analogous to a poor reference. Now a poor reference can come to the library and you can say you’re sorry but you don’t have enough information to assist the

searcher, or you can plan for poor references by acquiring reference sources, having good catalogs and being able to locate material despite poor references. I’ll admit that sometimes reference information is so poor that even these measures won’t help you. What does management know of your needs to be informed? Very little unless you tell them.

You can preside over your domain of printed materials and when the company changes direction, you can excuse your lack of material on the new subject by stating that you weren’t told about it. Will you be criticized for this? Probably not. You were right. You weren’t told. And this reminds me of a little saying my Dad used to quote quite often: “He was right, dead right, as he sped down the road, but he’s just as dead as if he’d been wrong.”

Before preparing this talk, I was guilty of complaining that I knew very little of what was going on and that I wasn’t very familiar with the management’s plans. I discovered that this was my fault and not management’s. Therefore, I took the following action.

I talked with my manager, his manager, two division managers and three staff assistants to division managers.

I made arrangements with our marketing group for them to send me all their contracts and all their proposals. I went over to Engineering and I asked them to send me a monthly list of new projects. I went to my own staff and asked them to prepare lists for me of all the bibliographic requests made during the month.

No longer can I say that I am ignorant of management’s plans for the future, nor will I be in this unenviable position again. True, we won’t know of every breeze that blows, but I feel that the winds are under control.

Planning Library Facilities

Now let’s take a minute to look into facilities planning. In your crystal ball-gazing, do you see a new library or an expansion of existing facilities in the future? Are you doing something about it or will you leave it up to management? May I suggest that you find out at the earliest possible moment what management has in mind for you. In

all likelihood it will not agree with what you have in mind. Start planning right then.

We just went through this exercise at IBM-Owego last year. I discovered that original plans called for 900 square feet of space for the library; we ended up with 3,000 square feet in the administration building and an offer of 3,500 square feet in the first engineering building. Now, I'll not take all the credit for this startling improvement in space for the library, but I like to think that our library planning had a lot to do with it.

Two years before four new IBM buildings went up in Owego, the library started feeding information to management on facts and figures, what we wanted and why. This campaign of education, if I may call it that, consisted of seven steps:

1. We wrote out the objectives of the library.
2. We furnished examples of the library staff saving time and money.
3. We wrote out the responsibilities of the library.
4. We prepared a sheet on work performed by the library.
5. We listed the library staff and their duties, right down to the time taken for each task.
6. We made a list of present volume data or work load and we also made one projected five years into the future.
7. We forwarded magazine articles that extolled the virtues of libraries. Incidentally, I took these articles from magazines that had nothing to do with library science.

Personally, I feel that you must become a librarian salesman. Miss Boots feels the same way. The library is an important function to all of your firm's departments. To perform adequately, you must have the staff and equipment to fulfill this function. Do not assume that management knows what you and your people are doing. Spell it out and back it up.

Future of Library

I've mentioned the company's future and primary direction and my thoughts on planning for an expanded or new library, but what about the library itself. Here you sit

in management's chair. From the information at hand, what is in store for you? Suppose you pretend that someone comes to you, as you did to management, to find out what direction the library plans to take. Do you have your plans written down, are you just going along from day to day, meeting the everyday problems as they come up, or are you looking ahead?

As I see it, the libraries of tomorrow are going to be quite different from what they are today. In the next 20 years the interlibrary loan will give way to telephoto transmission; most technical books will come off the presses as paperbacks, microfilm or even tape; mechanical information retrieval will be a reality; library catalog cards will be printed from punched cards; gigantic information centers will be emerging that will contain all of man's knowledge on tape or film; circulation cards will be replaced with punched cards, with overdue notices being printed automatically or on film; a TV set may be as much a part of the library as a microfilm reader—but not to watch some of the programs now on television.

Does this mean you will lose your job? No. But you will have to upgrade yourself. Film, tapes, punched cards and audio-visual techniques are here and already in use.

In summary then, library planning is your job. As Ernest Dale states in his book, *Planning and Developing the Company Organization Structure* (New York: American Management Association, 1952):

"In over-all planning a committee can be helpful in rounding out the picture by contributing important facts and integrating divergent views, especially if its members have different backgrounds. It can provide valuable criticism of proposed activities. On the other hand, the initial conception, the painstaking analysis entailed, the technical implementation, usually must be the work of an individual who can devote much time and thought to the project. Forecasting, for example, requires care in collecting, analyzing, checking and weighing facts, it requires intuition and imagination in drawing and presenting conclusions—qualities more likely to be shown by an individual than a group."

Management's Expectations from the Services of a Special Library

DR. GEORGE L. ROYER, Administrative Director

Central Research Division, American Cyanamid Company, Stamford, Connecticut

THERE HAVE BEEN quite a few remarks referring to management. I'm not quite sure what management is or who it is. I'm quite sure, however, that it is not the big bad wolf it is sometimes called. I feel that all of you are a part of the management of your organization, are responsible for your particular unit of the organization and that you are a part of the management.

The research organization is an important part of today's industry. This is particularly true of the chemical industry, which has been founded on research and knows that it must spend three to five per cent of its sales in this area to meet competition. Those of us who have been trained and who have worked in the scientific field know the importance of the library. It is the foundation upon which we build the discoveries of tomorrow. The products of the research laboratory are ideas. These come from individuals and must be based on knowledge. Knowledge is what we know or the sum of information conserved by civilization. Science is defined by Webster as exact, organized and classified knowledge. We all know that the library is the bank or the storage vault for knowledge. (I didn't know at the time that I wrote those words that the slogan of SLA was "Putting Knowledge to Work." I am glad to know that my thoughts coincide with your slogan.)

Any organization can have a library, that is, if it has money so it can buy an outstanding collection. The use of the library, however, depends upon the librarian, so I should like to talk on the subject "The Services of a Special Librarian" rather than "The Services of a Special Library." Our plans for progress in this area, therefore, must come from the librarian.

To me, there is too much concern in library circles with the relationship of the li-

brary to top management. Status is earned and not given. The important relationships should be with those whom librarians serve. Research, that is, the more fundamental or basic research, starts with individuals and not with management. Ideas do not come from groups called research teams or groups called management. They come from individuals in both these groups. The librarian should encourage relationships with individuals, whether these individuals are in management or in the "bench worker" group. The librarian should do all within his power to help the individual produce ideas. The significance of the special librarian's function will take care of itself by the accomplishments of the librarian.

In planning for progress, we need librarians who are creative. Now this word in the scientific field is being discussed widely, and I am sure that it does not mean the same to everyone. Creativity, invention, ingenuity, productivity, or however you describe it should not be just for change or a different way of doing a job. It must be a better way, and definitely so, before any plans are executed to gain more productive results. Change is disturbing to many people and change or a different way is not necessarily a better way. Dr. Hillier, Vice-President of RCA Laboratories, at a talk at a Boston American Chemical Society meeting listed a number of factors necessary to provide a favorable environment for creativity:

"Freedom of action for the creative individual.

"Realistic objectives, which the individual agrees to and understands.

"A 'certain degree of pressure toward accomplishments;' it should be 'a natural one,' and allow the individual 'time for some constructive daydreaming.'

"A high level of activity and a continued stream of accomplishment—highly stimulating to the individual.

"Assurance of recognition of the individual by his associates, both within the company and within his profession.

"Stimulating associates, plus cross-fertilization by coupling experimental and theoretical work."

I would like to suggest that the librarians give more attention to these factors. Much can be accomplished by delegating routine work to those qualified for it. Thus the energies and imagination of the special librarian may be used for the more creative and active programs that will bring their services and information more to the attention and the interest of those who need them. The "care and feeding of books" can be left to the routine worker.

Every opportunity should be taken to tie in the library services with functions within the organization, in addition to providing continuing sources of information. For example, the occasion of a visiting lecturer provides an opportunity for a special display of literature on the topic of discussion. This could include publications by the lecturer and by company personnel, as well as a supplementary reading list and suggested other source material and films on the subject.

The publication of an important book, paper or monograph by a member of the organization could well be a basis for a display in the field of the author. This not only gives adequate recognition to the writer but also calls attention to other works in the field.

The same type of approach can be applied when a new research problem has been assigned within a laboratory. The conducting of literature searches will turn up material of interest to those conducting the problem and should provide a more general background for others who should know about the problems and possibilities in the new program.

The special librarians are in a particularly good position to suggest areas of exploration. Through their contact with journals, etc., they should be aware of problems being worked on elsewhere as well as areas that

need attention. A yearly review of such material might well provide the starting point for consideration of internal projects.

The creative librarian will not allow himself to be hemmed in by preconceived job descriptions or concepts limiting him to only library activities. It is my opinion that the librarian could expand his job to cover many parts of the great area of communications. He should keep his horizons wide. For example, suppose the railroads had taken transportation as their goal rather than railroading. Today (if the I.C.C. and government had permitted—so far these restrictions do not apply to librarians) they would have a part in the trucking, aircraft and shipping fields and looking forward by means of research to the use of missiles for a means of transportation tomorrow. In the communications field we have, in addition to reading, the areas of writing, public speaking and listening.

For those who have lost or never have had the use of all five senses, we have, for example, libraries for the blind. In this case, for example, we have librarians to do reading for the blind. Maybe we have to consider our scientists "blind" to much of the literature and the special librarian has to read for him. The librarian can do this from as creative a point of view as the scientist at the bench can approach his experimental work. It is a challenge to you.

ALA's Technical Information Service for Librarians

ALA's Library Technology Project is now furnishing information to librarians on materials, machines, equipment and systems useful in library operations. Having gathered a comprehensive collection of equipment and supply catalogs and a library of technical literature and having made contacts with suppliers, manufacturers and testing laboratories, the Project's staff is now prepared to assist librarians by answering questions about what supplies will best suit their needs and where to buy them. Inquiries should be addressed to the Library Technology Project, American Library Association, 50 East Huron Street, Chicago 11, Illinois.

Communication, Perception and Motivation

DR. MARTIN GOLDBERG, Associate, Psychiatric Staff

Institute of the Pennsylvania Hospital, Philadelphia, Pennsylvania

I SUSPECT THAT a great many of you are wondering just what a psychiatrist is doing on the panel. I have to confess further that I am still wondering. However, I think that I might have, if nothing else, a certain nuisance value. For any problem, such as the one of "Planning for Progress" that we are attacking here, there are two approaches: that of internal criticism and external criticism.

I think we have heard four very good examples of internal criticism by individuals who know a great deal about the problem, and their remarks could only be disparaged on the basis that they might be a little biased because of their own particular experiences, which to me seem to be rather overly good. In other words, I can't believe every firm that has a special library is quite as understanding as McGraw-Hill or IBM. I can't believe further that all representatives of management are quite as understanding of library problems as the two gentlemen here, who have particular reasons to be sympathetic. I can't believe, either, that all special librarians are as creative and dynamic as the two librarians on the panel with me obviously are. So I bring a certain skepticism to this discussion and speak from the standpoint of the external critic who is free of biases; the only accusation you can make against me is that I don't know a darn thing I'm talking about.

I want to say first of all that I think my approach might be a little bit different in that nothing that I am going to say really pertains to what the librarian should do or what management should do. I would conceive that in the inter-relationship between the special librarian, management and all the people that the special librarian serves, effective action can come only when all these people act in some sort of concert. Anything can be planned for or gained only if both sides do it somehow, or at least allow it; so nothing

that I am going to say should be taken as an admonition to just one of these various groups. It seems that there are more than two groups; there are the librarians, there's management and then there's a whole large number of people who are not in either group but who use the services of the special librarian.

I would think, from my own particular viewpoint, that there are three psychological processes that are very important to consider if we talk about planning. Adequate planning can only occur, it seems to me, in the presence of good motivation, clear perception and good communication; and I would like to examine very briefly just what factors make for good motivation, perception and communication and just what factors might disturb these, with particular reference to the situation of the special librarian.

Motivating Factors

In terms of motivation I have to start off at a very simple and perhaps naive level; but the basic motivation for all human beings still is the need for food, clothing and shelter, represented symbolically in our culture by the need for money. I haven't heard much mention of money here today, but it would seem that all the plans in the world for a glorious special library or a wonderful special librarian would be worthless if an employer couldn't offer a salary that would attract a person really capable of doing the job. The basic motivation, whether we like it or not, has to be money for the librarian. Similarly, I believe the basic motivation for the management considering any special library situation also has to be financial gain. The real problem, I think, in terms of the management is: What does the special library offer in terms of over-all financial gain to the organization?

Unfortunately I think it is a little difficult—and I imagine this is one of the inherent difficulties that special libraries may face—to prove and to document in cold facts and figures just what the special library or what library services might bring in to any industry.

I was very interested when at lunch Dr. Royer refreshed my memory with the fact that not too many years back one of the large pharmaceutical firms in Philadelphia struck upon a really unique and extremely important medical patent through a literature search. This was an example of where the services of the special library meant a really tremendous increase in income to this particular firm. Dr. Royer said—and I am sure quite correctly—that this firm will never have to be sold on the importance of the library—it will never have to be motivated so far as the library is concerned. Unfortunately there is not too often such a dramatic demonstration of the importance of the library in terms of facts and figures.

Leaving for a moment this basic motivation of financial gain and financial need, I think over and above this there exists another important motivation for any human being, and that is what we commonly call prestige or status. Each one of us, whatever we are doing, has to feel the importance of what we are doing. I have gathered in listening to the previous speakers that in one way or another this question of prestige and status is very much in the picture of the special library's problem.

How is the librarian given status? I would say one way is very easy, and evidently it is used from time to time. You take a special librarian and don't call her or him a special librarian any more; you call him a documentalist—I think I've heard that term—or a literature specialist or an information specialist. Semantically and in some magic way this conveys a certain amount of prestige to the individual. I don't want to sound too skeptical, but I imagine that this sort of prestige and status is very evanescent and that nobody really feels better, not for any considerable length of time anyhow, just because they're called a documentalist rather than a librarian.

I would suggest that the only way special

librarians can as a group increase their prestige and status is to increase it operationally. I would suggest that they must work along with management in every way possible to increase the duties, responsibilities and privileges that they have operationally. What this means, in simple terms, is the sort of thing such as standards, which you have been discussing. Last year some action was taken in establishing standards for admission to SLA, such as requiring a degree in library science.

I think this was probably a most important step in your development. I think further you will eventually need some development of standards for the library as well as for the librarian. With this kind of background you can then begin to develop prestige that is based on performing prestigious functions rather than merely semantically adopting a prestigious label. Of course this question of prestige applies to management too, and I think one of the values of the special library to management is that it is a prestige giving organization. This came out very remarkably in Miss Boots' comments, because it is very obvious that the library Miss Boots is in charge of has contributed a great deal of prestige to the organization for which she works.

Blocks to Clear Perception

One hears a great deal of talk about communication nowadays and in connection with all sorts of problems. One slight error of omission that people fall into is that they talk volubly about communication and forget to talk about perception; and I think we must remember that without perception there can be no clear communication. So let's talk first about clear perception, what makes for clear perception and what blocks clear perception.

I would like to suggest that one of the factors that blocks clear perception perhaps more often and more steadily in our society than any other factor is thinking in stereotypes. Very simply, stereotypes are fixed, relatively unchangeable impressions that people have about other groups of people, about other events, about other situations. And the existence of these stereotypes in a person's personality causes them constantly to

to new individuals, new situations, new events and new ideas as if they were not new but in some same old pattern. To give you a very simple example of what I mean, I think you are all familiar with the fact that there are stereotypes for the two groups we are mainly discussing here—the librarian and management.

The stereotype of the librarian is something like the poor, frustrated misfit who couldn't do anything else, who was very introverted and winds up with the books.

The stereotype of the boss, management of course, is the callous, mercenary, driving, inconsiderate individual who plunges ahead, dashing over other people's prostrate bodies, et cetera.

The reason you laugh is that I am sure all of you are sophisticated enough that you do not think consciously in terms of such stereotypes, but I suggest that one of the difficulties is that even with the sophisticated and educated population, although we don't think consciously in stereotypes, our unconscious reactions and our unconscious perceptions are still often colored by them. All the feelings we have about the boss, even though we are able to discourse in a very calm and collected manner about him, may unconsciously be very much colored by the stereotypes. On the other hand, the boss may be able to say to the librarian that she is an important cog in his organization and truly a professional person. The question still is this, does he perhaps still perceive in terms of the old stereotype?

Stereotypes aren't just limited to people—we also react to events in stereotyped fashions. I was going to mention the kind of situation where the librarian goes to the boss, or anybody goes to the boss, and says, "I must have another person to help me out. The work is just too much, you know". And the boss turns around and says, "Why does everybody in this organization think that the answer to all problems is to come to me and ask for more help?"

In a situation like this I think the representative of management is reacting in a stereotyped fashion. He has probably learned somewhere in his past experience that many people in his organization frequently ask

for additional help rather than plan efficiently, so now he replies in a stereotyped fashion to all requests for additional help.

Similarly there's a kind of situation where somebody from management calls up and says to the head of the library department, "Please come in tomorrow morning. We want to have a special conference on some new thoughts and new plans." The librarian hangs up the phone and says, "Oh, darn, here comes more trouble. Every time I get that kind of call, I know that there is some harebrained scheme in the wind and a lot of work for me." Again this is a kind of stereotyped response on the part of the librarian, who somewhere in the past learned to associate contact with those in authority with difficulty rather than anything constructive.

Another difficulty is one that experts in communication and systems theory describe aptly as "overloading." This means just what it says. The basic idea is that a person's mind cannot perceive a new idea or enter a new situation very clearly if it is overloaded with other situations or material. I imagine that overloading, as a block to perception, is of some importance in the problems of the special library because I have the impression that there's a great deal of overloading, both for special libraries and industry in general.

Often people are asked to perform functions that really should involve the activities of more than the stated number of individuals. In other words, two people are asked to do the work of four, or three people are asked to do the work of five. I would suggest, too, that very often nowadays (it's almost a national symptom), we take on more than we really can do. You have a planning conference about what is going to be done with the special library, and both the librarian and the management enter into rather grandiose plans in terms of the available help, the available hours and what actually can be done. I think this is a difficulty many people suffer from in industry today.

I believe it was Dr. Royer who stressed the importance of having realistic goals, and I think sometimes we don't realize just how important this is. Realistic goals are, plainly enough, those goals that can be attained

within the realm of possibility; if we have a goal that can be attained, when we attain it we feel a certain satisfaction, and it renews us and inspires us to shoot a little higher and go on to our next goal. But in addition to realistic goals, there are idealistic or perfectionistic goals, goals that are always just a little bit past your grasp. You drive yourself to a point of distraction trying to reach this goal, never quite reaching it, and instead of satisfaction, you have only frustration and performance goes down.

I think this is exemplified by the kind of situation you probably all know. A child brings a report card home to daddy and he's received four or five grades—89 in English, 95 in history, 94 in geography and 93 in something else. Daddy looks at the report card and says, "Ninety-three, 94, what happens to the other 6 or 7 points?" As this kind of performance can discourage a youngster, so can this kind of evaluation discourage adults. We need realistic goals.

Communication Problems

I saved more or less for last in my discussion the consideration of what is probably the most common block to communication and that is a simple lack of communication. People still cannot communicate enough, or they do not communicate in modes or ways that are particularly valuable. For instance, I find that written memos or letters from one person to another are an extremely poor method of communication—at least for me—and I believe they must be a poor method of communication for many people. For example, when you read what I am saying, you will not absorb everything that I am communicating now, because I am communicating some things in really non-verbal ways, by my tone, my gestures, et cetera. I'm afraid that in written memos and letters, a whole large portion of communication, what psychiatrists and psychologists call non-verbal communication, is eliminated, and I think this sometimes leads to confusion in meaning. So I personally feel that memos and letters are for executives to send around to their lower staff and the lower staff to send back, but they don't convey too much meaning frequently.

Far better, I think, is the method of telephoning, which still is not perfect but at least allows a certain flexibility. You say something and the other person responds, and you can modify and continue to talk. Obviously I personally prefer face-to-face contact for communication, and I would think that in communication on problems such as planning for the activities of the special library person-to-person communication is often important. Again, I think Donald Marr's remarks on how he perked up communication in his own particular situation indicated he probably used the face-to-face method when he went around and found out what was going on. Well, communication at IBM was good and it should be!

But I don't think it would be naive to assume that there are still many places where the librarian has done a pretty good job, a very good job perhaps, and the top executive or boss—whoever it is in charge of the department—never gets around to telling her that. He really knows she's doing a good job but doesn't convey it. And then, of course, the librarian becomes a little resentful that no appreciation of her work is expressed but she doesn't communicate her resentment either. I think by that time there might be a real breakdown in communications where very likely the library and the organization might be pulling in different directions.

I also think that the situation where the head of the library does not know what the rest of the organization is going to do in the future must be common. I say that because all my experiences with people in other branches of industry indicate that it is very usual not to share plans for the future with all departments, and confusion as to just what is going to happen in the future is very, very common in large organizations of any type.

One can talk about solutions to these kinds of communication problems in terms of more conferences, more informal talks and more face-to-face consultation. All of these things are good, but I think an additional factor that would be a tremendous help in solving some of the communication difficulties involves a suggestion Mr. Jackson made. He spoke of a "Vice-President for Technical

Literature." I don't know exactly what that means but I think he has in mind an individual in charge of the library who is really an executive in status, and I personally feel that this would be one of the finest moves any company could make to improve communications and improve the operation of the special library. If management and the librarian were consolidated into one individual, the problem would be very greatly simplified. If this isn't done in a large organization, I think there is always going to be a real spatial gap between management and the librarian. No matter how many memos go back and forth, no matter how

many conferences there are, the library is in one location, the executive offices are in another location and I think, to a certain extent, never the twain shall meet, unless there is one individual who has a foot on each side.

In summary, I have tried in an inexperienced way to express my own feelings that good motivation, clear perception and fine communication could result in planning that would help in many ways for the future of special libraries. I have tried to emphasize that spontaneity rather than rigidity is needed; flexibility and creativity, traits we all approve of, would be most helpful.

Discussion

MARR: Mr. Daniels, I was rather surprised at what you said about service, and I don't think I completely understood it. I have always regarded the library as a service organization. Could you expand on this a little?

DANIELS: I am opposed to any unit in any organization being known as a service unit, particularly the library unit. I think the library unit definitely has a creative function, and with a creative opportunity, it should stay in that area. I'll even go so far—although this is a detail—as to say that "printing and production," as an operating unit, should not be thought of as a service unit. It too has some creative contributions to make to the materials being prepared and published. But to go back to the first point, definitely the special library should not be allowed to be thought of, or talked of, in terms of the semantics of a service unit, I strongly believe.

ROYER: How about a very high class part of our government organization known as the Diplomatic Service?

DANIELS: Well, I think that that's in the nature of what a churchman would call a clerical error. Seriously, it is the ancient use of the word service and clearly misunderstood there.

ROYER: I fully realize the importance of money and I won't question its importance and necessity in this world. It is interesting, however, that practically all motivation sur-

veys that are made among scientific personnel show this item is not listed first. Do you have any comment on that, Dr. Goldberg?

GOLDBERG: Yes, very frankly I would really feel that the reason this is not listed first is the defense we all consciously make against its importance, and I am not saying money as money but as against food, clothing and shelter. Also I think that in a society such as ours at this particular time where almost everybody has the level of subsistence, this is taken for granted and other motivations become more important.

ROYER: That was the point I was going to make because I think that it is important but I do not feel that money is a motivating factor. The lack of proper compensation can be a demotivating factor. In other words, I think that most of our scientific personnel, and I would include librarians here, feel that if they are properly compensated in comparison with others in their same community—I mean same scientific community—that they are probably satisfied. However, if they are not properly compensated, I think it can definitely be a demotivating factor.

GOLDBERG: I would agree with that, but again I point out that any large corporation, in spite of the fact of these motivational studies, still has as perhaps its prime purpose, the making of money for its stockholders, et cetera.

ROYER: I have no question about that. I do think, however, that in the professional field in general our motivations are usually other than the monetary motive.

BOOTS: While we were talking at lunch, wasn't it you, Dr. Royer, who said that it takes about seven years to develop a product, that you can't expect to have status overnight and that it probably takes as long for a librarian to earn status as it does to develop a product?

ROYER: I'm not quite sure of what status is. Being a chemist, I go to meetings of chemists, so they're worried about whether they have status or not. I think the only people that other people think have status are doctors since they're always taken as very excellent examples. My feeling in this regard is that everyone has the right to become an M.D. if he wishes. We have one man in our organization who was a chemist and at the age of 35 decided he wanted to be an M.D. He went back to school and got that degree, and I have always had a great deal of respect for him.

I think we should consider the fact that, as I indicated in my paper, status is earned and not conferred. You are not made the boss; you may be appointed to the position and given the title but you will not have the respect of the people who work for you until you earn the position of being their superior.

GOLDBERG: I'd like to quarrel with you a little bit on that. I would say that status is earned and granted. It is a situation that exists between at least two parties. There have to be two people in order for one to have status, and one person can do everything in the world to earn it but the other person has to grant it or it fails.

ROYER: I think I'm just trying to say the same thing in a little different way. In other words, you can establish standards, you can have people pass these standards but if the rest of the world doesn't recognize it, you won't have it.

GOLDBERG: Right.

MARR: Dr. Goldberg, certain organizations operate on the principle that there is too much paper work, so they say that, "If you don't hear from me, you're doing all right."

Does this open a question in your view?

GOLDBERG: I think very definitely so. I think that this attitude of "if you don't hear from me, you're doing all right" is quite understandable and we all do it. But I think it's one of the real pitfalls in communications, and over and over I have heard industrial situations where this has led to misconceptions one way or the other, and yet it's something that we all slip into just from being too hurried.

MARY STURGIS: I would like a piece of information from Miss Boots, please. What statistics do you keep?

BOOTS: We keep daily, weekly, monthly, quarterly and annual statistics. And we have a very unique way of keeping them. One of our methods specialists helped us design a form which is fastened to a board and has holes—17 holes—punched in the top. In the center it has a list of the different departments we serve and as people come into the library or telephone, we check their department in either the personal or telephone column. The number of inquiries is added daily and then, using the holes and aligning the daily sheets, plus one blank sheet, the figures can be added for a week. We also use the sheets, arranged on the board, to obtain monthly, quarterly and annual figures. Thus one sheet will give statistics for the whole year. In other words, you can put the total number of requests you've had on one form. I would be very happy to send anybody a copy of this form.

IRENE STRIEBY: That word "service" has been worrying me for a good many years, too. Of course, as our speaker I've always thought "service" sounded a good deal like the word in the dictionary "s-e-r-v-i-l-e," but you can't call a service unit a creative unit in an organization, so I was wondering if there was anyone here who could suggest a substitute name.

BOOTS: I have a question I'd like to ask the audience. I would like to know how many other librarians here have had trouble with their job evaluation experience. Will you hold up your hands? (There was a showing of hands.)

Immediately after we had trouble with our job evaluation program I changed the

titles of everybody on the staff, and when I showed this to my boss he said, "Those are pretty fancy titles, lady"—but they stuck.

UNIDENTIFIED QUESTIONER: How can someone unacquainted with library operations determine work standards for librarians?

ROYER: I don't think that this is a problem restricted to the librarian. This is a problem with all technical and professional people who have languages that are somewhat different from the normal language used by manufacturing or production organizations. Manufacturing and production organizations for many years have been trying to study productivity and have been able to come up with systems known as salary administration programs for classifying their people and relating the productivity of one person or persons to another. This is relatively simple to do when one has an output that can be easily measured. One can tell how many words a typist can type from a typed copy. It can be counted, it can be timed and it can be totaled.

Whenever there is a creative aspect to a particular job, it is very difficult for any salary administrator or anybody in management to judge its value. As I indicated in the introduction of my paper, I think you're all a part of management. You can't accuse the other man whom you don't want to understand as being management. You're all a part of management. You're a part of the organization that you're making go.

Now, when we don't understand other people we have to have communication, and I think Dr. Goldberg mentioned some of the very great difficulties we have in communication when we have to write things down. I don't think that we should get up in arms and refuse to work with salary administrators who are trying to do their job. They're trying to analyze your job. They're trying to get the components of it, and I think it is your responsibility to help them. We have had the same difficulty in our professional area. It's our job to make them understand what our contribution is to the company.

EDITOR'S NOTE: The foregoing discussion has been extracted from a stenographic report of the panel.

Rose Boots: In Memoriam

Rose Boots's death on February 25, 1960, after a short and sudden illness, shocked and saddened her many friends. She had been Chief Librarian at McGraw-Hill since 1949. It is particularly fitting that, by coincidence, her paper on the growth of the McGraw-Hill Library, given at the SLA Convention last June as a part of the Panel "Planning—Prelude to Progress," appears in this issue. It is eloquent evidence of the ability, enthusiasm and effort she brought to her work and of her success as a librarian. She was proud of her profession.

Before she joined McGraw-Hill, she had been librarian at Standard Brands (1948-49) and Merrill Lynch, Pierce, Fenner and Beane (1946-48). Her first position, after she was graduated from the Columbia University School of Library Service, was as Assistant Librarian in charge of the Marvyn Scudder Library of the School of Business at Columbia (1935-45). She also found time to teach a course on special libraries at Pratt Institute (1953-56) and to lecture at the Institute on Indexing at Columbia in the summer of 1959.

Rose Boots had been for many years a valuable and loyal member of the Special Libraries Association and, characteristically, she believed that membership meant giving generously of her time and effort. She held many offices in the Association, in her Division and in her Chapter, including President of the New York Chapter. Of all of her contributions to the work of the Association, she always felt particularly interested and concerned with the Scholarship and Student Loan Fund.

Rose Boots was more than a fine librarian and source of strength in SLA. She had many and varied interests, all of which she enjoyed to the full. Her humor and flair for the dramatic never failed to produce a good story from any of the many extraordinary situations she seemed to have a positive talent for getting into and out of. Her warm and generous nature and her loyalty to her friends will be remembered always by those who knew her personally as well as professionally.

JANET BOGARDUS

Planning The New Library:

Philip Morris Research Center Library

BESS P. WALFORD, Librarian and C. V. MACE, JR.,* Assistant to Vice-President
Philip Morris Inc., McComas Research Center, Richmond, Virginia

THE TECHNICAL library for the new Philip Morris Research Center was planned from the beginning to be a modern up-to-date library facility. The Research and Development Department staff was aware of the necessity for this since the Department had, in its old quarters, only a small library collection, which was housed in a conference room and operated part time by a stenographer. The library was small, inefficient and did not really serve the purpose for which it was intended. Thus, the new library was planned to be an important facility in the Research Center.

The advance planning for the library, as for the laboratory as a whole, was based on anticipated growth of the research program and the technical staff as well as on present needs. This was accomplished by projecting the research program five to ten years in the future and developing the organizational set up, the facilities, the space and the equipment which would be needed for the laboratory and for the library to carry out this program. Mr. Ulrich Franzen, a New York City architect, developed the architectural plans for the new Research Center, including the library. The H. K. Ferguson Company of Cleveland, Ohio, carried out the engineer-

ing and developed the specifications and design drawings for the new laboratory. The Daniel Construction Company of Richmond, Virginia, constructed the Research Center.

The advance planning for the laboratory was completed during the summer of 1957, and the final decisions on space, physical layout and facility requirements for the laboratory buildings, including a general layout for the library, were completed in the fall of that year. The specific functions of the library and the requirements for the layout of its physical facilities were completed during the fall of 1958. The selection of furniture and equipment for the library was made early in 1959 and was completed when we moved to the new quarters during June 1959.

Since the Research Department staff had not had experience in planning a technical library, a consultant, Saul Herner and Company of Washington, D. C., was called in during the summer of 1958 to assist in the planning. Mr. Herner and his associates assisted in developing the technical library functions that should be provided, the physical layout that would best accommodate these functions, the floor space that would be required and the type of furnishings that should be used to equip the library. In addi-

View of the card
catalog tables and
service desk with
reference shelves in
the rear. Corridor
of the Administration
Building is visible
through the glass.



* Dr. Mace coordinated the planning for the new Research Center Library.



The orange upholstery and walnut tables and shelves stand out against the natural greenery visible everywhere through the glass walls of the Administration Building in which the library is located.

tion to this, members of the Research and Development Department staff visited technical libraries in and out of Richmond.

The recommendations for the library were developed in accordance with two plans; the first entailed the usual functions of a technical library, while the second included an information service function having special means for storage and retrieval of information. Since the second plan would necessitate a larger library staff including several technical people, it was decided to start with the technical library only and add the additional services later as the need arose.

The library facility, therefore, was designed to provide services and facilities in accordance with the first plan. The services afforded by this plan encompass those most needed for the operation and administration of an efficient technical library serving a scientific and technical staff of a rapidly enlarging research and development program. These include library services, the acquisition of new books and new publications specifically related to our fields of specializations and the compilation of bibliographies on

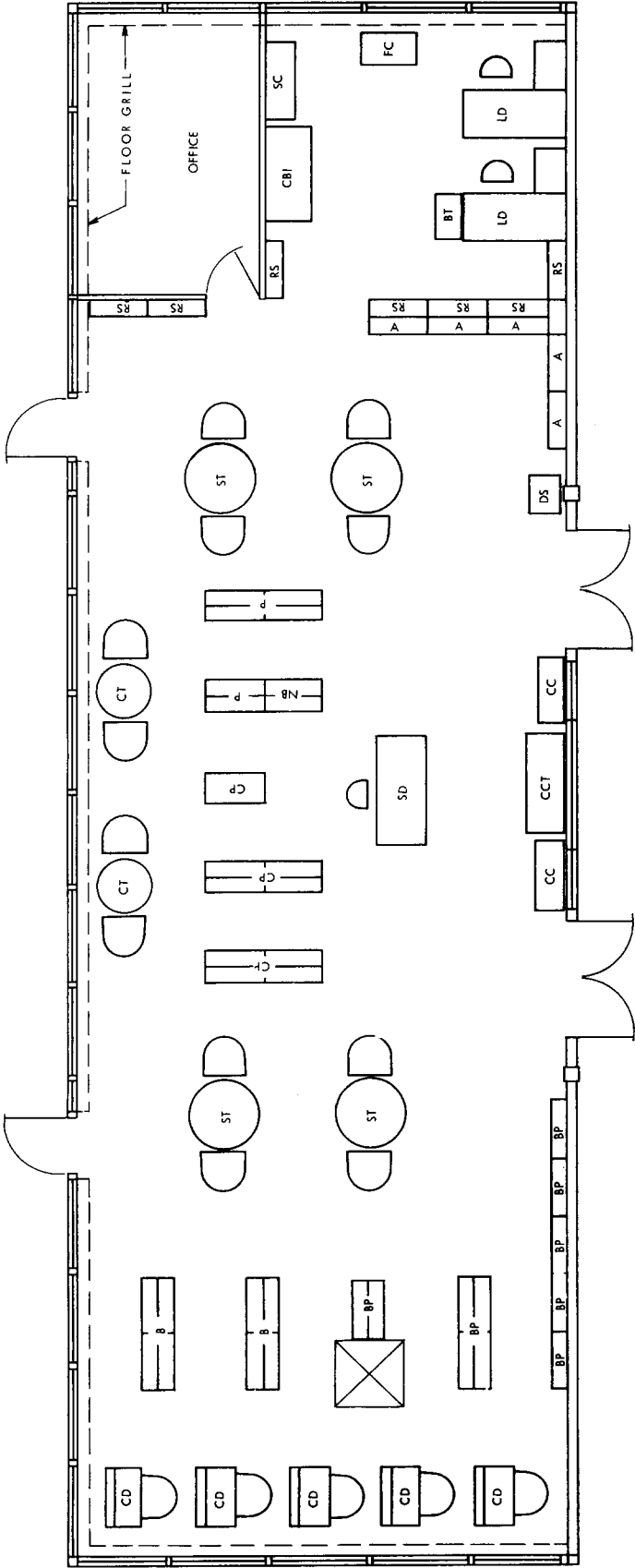
technical subjects. The facilities provided for are shown in the floor plan. The floor plan was laid out to provide seven to ten square feet per reader served; the total floor area including the staff work area is 1,975 square feet. Space was provided for 400 periodical subscriptions, including display shelves of current journals and shelving for bound journals of back years. The bound periodical shelving has a capacity for 1,000 volumes. In addition a whole section of shelving is devoted to abstract journals with a total capacity for 400 abstract volumes. There is space for storage in the basement available for future years.

Free-standing, double-faced shelving near the carrels is used for books. The book collection is planned to cover the many phases of the work of the departments served, including the subsidiaries of the company. The present shelving will hold 1,000 books, and there is ample room to double these shelves.

Reference service is provided for by a separate section of reference shelves with a capacity for nearly 300 volumes. There are also two sections of low shelving with di-

Philip Morris Research Center Library

The floor area covers 1,975 square feet





Looking into the
staff work area
of the library

viders for up to 1,000 small pamphlets and booklets. It is planned that these shelves will relieve the crowded conditions usually found in vertical files, in addition to their being more convenient to use. Altogether, the present capacity of the library is 4,000 volumes.

To assist the librarian and her assistant in preparing materials for circulation, the library staff work area is separated from the library room by high, double-faced shelving. This allows shelf space for books and other material being processed. The shelving can be moved forward to expand this area if

needed for additional library staff. In order to allow those in the workroom to see if anyone needs service, a mirror, reflecting the service desk, is placed at an angle on a table in the work area. A low four-drawer vertical file in front of the windows gives needed tabletop space, in addition to its conventional use. A supply cabinet and a large CBI table complete the workroom.

In selecting the furnishings for the library, several standard lines of library equipment were investigated and compared. After this comparison, it was decided to custom build the furniture so that the library furnishings would be in keeping with the decor of the building in which the library was to be housed. This building, furnished in colorful, modern design, contains the executive offices, a conference room, a stenographic area and an auditorium-cafeteria, in addition to the library. The wall and floor colors, the wood finishes and the design of the furnishings for the library were developed in consultation with an interior decorator, and the construction was carried out by a local furniture company with assistance from the Research and Development staff.

The result is a library that is ultra modern in appearance. Warmth is achieved through the use of solid woods and panels of walnut for shelving, tables and desks and bright colors (sunshine-orange) in the upholstery of the comfortable chairs at the reading

KEY TO FLOOR PLAN

- A — Abstracting shelves
- B — Book shelves
- BP — Bound periodical shelves
- BT — Book truck
- CBI — CBI table
- CCT— Card catalog consultation table
- CP — Current periodical shelves
- CD — Carrel desks
- CT — Low circular tables
- DS — Dictionary stand
- FC — File cabinet
- LD — L-shaped desks for library staff
- ST — Round tables for reading
- NB — New books
- P — Pamphlets, bulletins, etc.
- RS — Reference shelves
- SC — Supply cabinet
- SD — Service desk

tables. This color scheme is accented through the use of a deeper orange shade for upholstery of the chairs at the carrel tables and the service desk. Gold drapes are at the windows, and the floor is covered with a beautiful moss green terrazzo-like vinyl linoleum. Three sides of the library are surrounded by gold-draped floor-to-ceiling glass panels, and the one plastered wall is painted sage green to blend in with the floor covering. This completes the color scheme.

Round, apronless reading tables were selected to contribute to the informal atmosphere. These are of a size to seat two comfortably but can be used by four for consultation. In addition, two small low tables with chairs were placed in front of the floor-to-ceiling glass panels overlooking a sunken patio. These tables are convenient to the current periodical shelves and are often selected by those who wish to glance over a journal. The most popular spot in the library, however, is the row of carrel desks located at the back of the library behind the bookshelves. These offer a feeling of privacy and are conducive to study. There are five carrels, and we wish there had been space for more. The table tops are of Formica which match the walnut wood used elsewhere in the library. They are fireproof and waterproof, are easy to keep clean and are not easily scarred. The total seating capacity of the library at present is 17.

The adjustable shelving for the books and bound periodicals was built to standard speci-

fications. However, it was necessary to have the shelving made especially strong due to the heavier-than-average weight load of technical material. Several different types and thicknesses of shelving were tested. One-inch thick shelving of yellow poplar was selected as being strong enough not to sag, yet not too thick to take up needed space. These were faced with matching walnut.

Very adequate lighting is provided by fluorescent lights recessed in the ceiling. The bound periodical shelves were placed so that the greatest advantage could be taken of the lighting available. An acoustical tile ceiling was used to absorb sound, and the room is completely air-conditioned.

After the establishment of a library organization plan and the physical set up necessary to carry it out, the management of the Research and Development Department asked the library consultant to write up a job description of the position of librarian. A technical librarian was selected, and she had the fun and excitement of starting a brand new library in lovely new quarters, framed on three sides by glass and overlooking a landscape surrounded by trees so that an atmosphere of quiet beauty prevails. Due to its central location, the library is functional as well as inviting. It is rapidly developing into a greatly needed service tool for the Research Center and reflects the various phases of the expanding research program of Philip Morris, Inc., and its subsidiaries.

VITAL STATISTICS FOR PHILIP MORRIS RESEARCH CENTER LIBRARY

Total square foot area	1,975
Staff	2
Professional	1
Nonprofessional	1
Employees served at location	152
Services extended to other areas	2
Average number of users per day	10
Books and bound and unbound periodicals as of November 1, 1959	2,000
Current periodical subscriptions	154
Vertical file drawers	12
Date of completion	June 1, 1959
Planned by Research Department engineers, architect and a library consultant	
Special facilities or equipment: Microfilm reader-printer, Microcard reader, Photostating machine, Thermofax machine, Duplicating machine and IBM Key Punch	



Howard Studios

51st Annual Convention Program Special Libraries Association

Sheraton - Cleveland Hotel, Cleveland, Ohio
June 5-8, 1960

SUNDAY, JUNE 5

EXECUTIVE BOARD MEETING: 9:30 a.m.-12 noon; 2:00-5:00 p.m.

EXHIBITS OPEN: 2:00-7:00 p.m.

ADVERTISING DIVISION: 2:00-2:30 p.m. Suite open for members

CONVENTION-WIDE TEA: Sponsored jointly by the Cleveland Chapter and the Convention. 3:00-5:30 p.m., Cleveland Public Library (Tour of Library Departments)

Opening Session: 8:00-9:30 p.m.

Presiding: Dr. Burton W. Adkinson, President, Special Libraries Association; National Science Foundation, Washington, D. C.

Invocation: Rabbi Morton Levy, Assistant Rabbi, Temple On The Heights

Music: Cleveland West Tech High School Orchestra

Welcome from the Cleveland Chapter President: Ethel Klahre, Federal Reserve Bank of Cleveland

Introduction of Convention Committee Chairmen: Robert W. Gibson, Jr., Chairman; Assistant Chief, Information Management Division, Battelle Memorial Institute, Columbus, Ohio

Summary of Exhibits: Helen M. Skowronska, Sherwin-Williams Company, Cleveland SLA Professional Award

Keynote Address: *The Society of the Mind*, Ralph M. Besse, Executive Vice-President, The Cleveland Electric Illuminating Company, Cleveland

OPEN HOUSES: 9:30 p.m. Advertising, Biological Sciences, Business & Finance, Insurance, Metals, Military Librarians, Museum, Newspaper, Picture, Publishing, Science-Technology, Social Science and Transportation Divisions

MONDAY, JUNE 6

Breakfast—8:00-9:00 a.m.

BUSINESS & FINANCE DIVISION: *The Businessman in Fiction*, Charlotte Georgi, Business Administration Librarian, University of California, Los Angeles

NEWSPAPER DIVISION

PICTURE DIVISION: *Borrowing and Lending Pictures, Problems and Policies*, Part I, Authors and Publishers. Leader: Marjory Douglas, Former Curator, Missouri Historical Society, St. Louis

Morning—10:00 a.m.-12:00 Noon

General Session: *Information—Our Greatest Commodity*

The future of special libraries as the organizers and administrators of one of the nation's greatest resources—documented information—from the point of view of a top executive, a director of scientific and industrial research, a scientist, and a look ahead on the part of educators in preparing workers for this field by a university president and a dean of a library school. Chairman: Winifred Sewell, Librarian, Squibb Institute for Medical Research, New Brunswick, New Jersey.

Luncheon—12:00 Noon-2:00 p.m.

BIOLOGICAL SCIENCES DIVISION: Business Meeting

GEOGRAPHY & MAP DIVISION: Business Meeting

HOSPITAL DIVISION

INSURANCE DIVISION: Business Meeting

METALS DIVISION: Business Meeting

MILITARY LIBRARIANS DIVISION: Business Meeting

PICTURE DIVISION: Business Meeting

SCIENCE-TECHNOLOGY DIVISION

Engineering Section

Paper and Textiles Section

Petroleum Section

Public Utilities Section

TRANSPORTATION DIVISION

Afternoon

ADVERTISING DIVISION: Panel: *A Look at the Advertising Division as a Whole and Divisional Projects*. Moderator: Eleanor Aliesky, Librarian, C. J. LaRoche & Company, New York. Speakers: Jean R. Holcomb, Librarian, Polymer Chemicals Division, W. R. Grace & Company, Clifton, New Jersey; Delphine V. Humphrey, Manager, Library Research, McCann-Erickson, Inc., New York; Pauline E. Lybeck, Librarian, Television Bureau of Advertising, New York; Mrs. Dorothea R. Neilson, Librarian, Ketchum, MacLeod & Grove, Inc., Pittsburgh

BIOLOGICAL SCIENCES DIVISION: Presiding: Margaret E. Hughes, Circulation Librarian, Medical School Library, University of Oregon, Portland. *Science in Justice*, Oliver Schroeder, Jr., Professor of Law and Director of the Law-Medicine Center, Western Reserve University, Cleveland

BUSINESS & FINANCE DIVISION: Business Meeting

DOCUMENTATION DIVISION: *Implication of Newer Documentation to Special Librarianship*. Moderator: Dr. I. A. Warheit, International Business Machines, Advanced Systems Development Division, Washington, D. C. Introductory Remarks: Grieg Aspnes, Research Librarian, Cargill, Inc., Minneapolis. Speakers: *The Big Black Box at Your Beck and Call*, Dr. Karl F. Heumann, Director of Office of Documentation, National

Academy of Sciences-National Research Council, Washington, D. C.; *Some Functions, Interaction and Problems of Communication*, Kenneth Lowry, Technical Information Library, Bell Telephone Laboratories, Murray Hill Laboratory, Murray Hill, New Jersey; *Open—Sesame: Flashing Lights on Pastel Panels*, C. D. Gull, Information System Analyst, Data System Office, General Electric Company, Bethesda, Maryland; *Mechanical Storage and Retrieval of the Future—Blue Sky for Profitable Development*, Allen Kent, Associate Director, Center for Documentation and Communication Research, School of Library Science, Western Reserve University, Cleveland

GEOGRAPHY & MAP DIVISION: *Problems of Modern Africa*, Dr. Lucile Carlson, Professor of Geography, Western Reserve University, Cleveland

HOSPITAL DIVISION: Workshop: *The Hospital Library, Its Functions and Its Future*. Moderator: Mildred Donohue, Librarian, University of Maryland, College Park, Maryland. Speakers: *The Public Library Serves the Hospital*, Clara E. Lucioli, Head Librarian of Hospital and Institutions Department, Cleveland Public Library, Cleveland; *The Integrated Library*, Barbara Coe Johnson, Librarian, Harpers Hospital, Detroit; *The School of Nursing as a Unit of the University*, Gertrude Mink, Librarian, Frances Payne Bolton School of Nursing, Western Reserve University, Cleveland; *Functions of a University Medical Library*, William Kaye Beatty, Librarian, Medical Center Library, University of Missouri, Columbia

INSURANCE DIVISION: Methods Discussion. Moderator: William Mortimer, Life Insurance Agency Management Association, Hartford, Connecticut. Speakers: *Discarding*, Muriel Williams, Librarian, Phoenix Mutual Life Insurance Company, Hartford, Connecticut; *Magazine Purchasing*, Evan Johnson, Farm Bureau & Mutual Insurance Company, Inc., Manhattan, Kansas; *Library Annual Reports*, Mrs. Mary H. Braman, Travelers Insurance Company, Hartford, Connecticut; *Library Literature*, Martha Tigner, Retail Credit Company, Atlanta; *Routing*, Dolores Maribo, New York Life Insurance Company, New York; *Vertical Files*, F. Rowena Phillips, Manufacturers Life Insurance Company, Toronto

METALS DIVISION: Panel: *Information Control and Retrieval Through Microfilm and Punched Card Techniques*. Speakers: *Technical Correspondence*, Thomas Devlin, Esso Research & Engineering Company, Linden, New Jersey; *Research Notebooks*, Miss Meredith Wright, National Carbon Company, Division of Union Carbide Corporation, Parma, Ohio; *Engineering Drawings*, F. M. Parker, Westinghouse Electric Corporation, East Pittsburgh

MUSEUM DIVISION: Business Meeting. Presiding: Mrs. M. Eileen Rocourt, Chicago Natural History Museum, Library, Chicago. *Rare Books in the Museum Library*. Moderator: Frances Joan Brewer, Curator, Rare Book Department, Detroit Public Library, Detroit. Speakers: Ruth A. Sparrow, Librarian, Buffalo Society of Natural Sciences, Buffalo; Miriam J. Lesley, Archivist of American Art, Detroit Institute of Art, Detroit; Elizabeth R. Usher, Assistant Librarian, Art Reference Library, Metropolitan Museum of Art, New York

NEWSPAPER DIVISION: *Some of the Areas in which Standards Could Be Formulated for a Newspaper Library*. Discussion Leader: Jack Burness, Librarian, *Washington Post*, Washington, D. C.

PICTURE DIVISION: Panel: *Methods of Copying Pictures, Pros and Cons*. Moderator: Gerritt Fielstra, New York Public Library, New York

SCIENCE-TECHNOLOGY DIVISION

Chemistry Section: Cocktail Party

Engineering Section: Business Meeting. Speakers: *Engineering Library Bulletin, Human Factors Relations*, Keith G. Blair, Chief Librarian, Convair, San Diego; *Personalized*

Information Service, Mrs. Florence W. Turnbull, Engineering Library, Sperry Gyroscope Company, New York; George E. Hallpern, Chief Librarian, Martin Company, Baltimore

Paper and Textiles Section: Business Meeting

Petroleum Section: Business Meeting

Public Utilities Section: Business Meeting. Tour of Cleveland Electric Illuminating Company

SOCIAL SCIENCE DIVISION: Speakers: Eugene Bockman, Librarian, Municipal Reference Library, New York; Philip Rappaport, Senior Librarian, Division of Research and Statistics Library, New York State Department of Labor, New York City

TRANSPORTATION DIVISION: Business Meeting

CONVENTION-WIDE TOURS

2:00-5:00 p.m.: General Electric Company, Lamp Development Department, Nela Park

5:00-7:00 p.m.: Boat Tour on Cuyahoga River

Dinner

ADVISORY COUNCIL and EXECUTIVE BOARD (cocktails preceding dinner)

PAST SLA PRESIDENTS

SCIENCE-TECHNOLOGY DIVISION, Chemistry Section: Business Meeting

Evening

Advisory Council Meeting

BUSINESS & FINANCE DIVISION: Open House, 9:30 p.m.

TUESDAY, JUNE 7

Breakfast—8:00-9:30 a.m.

BULLETIN EDITORS

EMPLOYMENT CHAIRMEN: Speaker: Robert J. Howe, Director, Salary and Organization, Thompson Ramo Wooldridge Inc., Cleveland

ADVERTISING DIVISION: Business Meeting

NEWSPAPER DIVISION

PICTURE DIVISION: *Borrowing and Lending Pictures, Problems and Policies*, Part II, Public, Private, and Governmental Libraries. Leader: Franziska Schacht, Picture Collection, New York Public Library

PUBLISHING DIVISION: Business Meeting

SCIENCE-TECHNOLOGY, Pharmaceutical Section: Business Meeting

Morning—10:00 a.m.-12 Noon

General Session: *Application of Machines to Library Techniques* (Sponsored by the DOCUMENTATION and SCIENCE-TECHNOLOGY DIVISIONS)

Moderator: Herbert S. White, Manager, Engineering Library, International Business Machines, Kingston, New York

Introductory Remarks: Walter A. Kee, Chief, Library Branch, Atomic Energy Commission, Germantown, Maryland

Handling of Periodicals, Anne McCann, Chief, Cataloging and Ordering, Squibb Institute for Medical Research, New Brunswick, New Jersey

Circulation Control, William H. Richardson, Reference Librarian, Sandia Corporation, Albuquerque, New Mexico

Document Control of Classified Material, C. G. Stevenson, Manager, Technical Information, General Electric Company, Hanford Laboratory, Richland, Washington

Punched Card Catalog, Marjorie Griffin, Librarian, Advanced Systems Development Division, International Business Machines Corporation, San Jose, California

Luncheon—12:00 Noon-2:00 p.m.

ADVERTISING, NEWSPAPER and PUBLISHING DIVISIONS: Book-Author Luncheon, Louis B. Seltzer, Editor, *The Cleveland Press*

BUSINESS & FINANCE and INSURANCE DIVISIONS: *Marketing a New Product and Finding New Markets for Old Products*, Rose Vormelker, Library Director, Forest City Publishing Company, Cleveland

HOSPITAL DIVISION: Business Meeting

INSURANCE DIVISION: (see BUSINESS & FINANCE DIVISION)

NEWSPAPER DIVISION: (see ADVERTISING DIVISION)

PUBLISHING DIVISION: (see ADVERTISING DIVISION)

SCI-TECH ADVISORY COUNCIL

SOCIAL SCIENCE DIVISION: Business Meeting

Afternoon

Annual Business Meeting

Dinner

6:30 p.m.: DUTCH TREAT CONVENTION-WIDE COCKTAIL PARTY

7:30 p.m.: **Banquet**

Toastmistress: Katharine Kinder, Johns-Manville Research Center, Manville, New Jersey

Invocation: Dr. George E. Drew, Minister, Lakewood Congregational Church

SLA Awards

Fifty Plus One, Dr. Lillian M. Gilbreth

Evening

BUSINESS & FINANCE DIVISION: Open House, 9:30 p.m.

WEDNESDAY, JUNE 8

Breakfast

7:30-9:00 a.m.: INCOMING CHAPTER PRESIDENTS

8:00-9:00 a.m.

INCOMING DIVISION CHAIRMEN MEETING: (not a breakfast meeting)

NEWSPAPER DIVISION

Morning

ADVERTISING, BUSINESS & FINANCE and PUBLISHING DIVISIONS: *Selection Aids in Advertising, Business and Finance*. Moderator: Janet Bogardus, Chief Librarian, Federal Reserve Bank of New York. Speakers: *Basic Aids in Business Libraries*, Janet Bogardus, Federal Reserve Bank of New York; *Aids in Advertising*, Nathalie D. Frank, Librarian, Geyer, Morey, Madden & Ballard, New York; *Aids in Ordering*, Jo Ann Aufdenkamp, Librarian, Federal Reserve Bank of Chicago; *Aids in Finance*, Gertrude Schutze, Librarian, Standard and Poor's Corporation, New York

BIOLOGICAL SCIENCES and HOSPITAL DIVISIONS: Tour of The Cleveland Garden Center Library. *The Garden Center Library in a Public Relation Role*, Viola Briner, Educational Consultant, Eleanor Squire Library, Garden Center of Greater Cleveland

BUSINESS & FINANCE DIVISION: (see ADVERTISING DIVISION)

GEOGRAPHY & MAP, MUSEUM and PICTURE DIVISIONS: Tour of Western Reserve Historical Museum and the National History Museum

HOSPITAL DIVISION: (see BIOLOGICAL SCIENCES DIVISION)

METALS DIVISION: ASM Day. Tour of American Society for Metals, Metals Park, Novelty, Ohio. *Description of ASM Documentation Service Library, Abstracting and Photocopy Service*, Marjorie R. Hyslop and Betty Bryan; *Metals Meet the Challenge of the Space Age*, Dr. Allen G. Gray, Editor, *Metals Progress*

MILITARY LIBRARIANS DIVISION: (see SCIENCE-TECHNOLOGY DIVISION)

NEWSPAPER DIVISION: Panel: *Services—Too Many, Too Few!* Moderator: Chester Sanger, Librarian, *The Christian Science Monitor*, Boston

PICTURE DIVISION: (see GEOGRAPHY & MAP DIVISION)

PUBLISHING DIVISION: (see ADVERTISING DIVISION)

SCIENCE-TECHNOLOGY DIVISION: Business Meeting

SCIENCE-TECHNOLOGY and MILITARY LIBRARIANS DIVISIONS: 11:00 a.m. *The National Space Program*, Eugene J. Manganiello, Associate Director, Lewis Research Center, National Aeronautics and Space Administration, Cleveland

SOCIAL SCIENCE DIVISION: Round Tables

International Relations Group

Municipal Reference Group

Industrial Relations Group

TRANSPORTATION DIVISION: *Information Sources for Transportation Libraries*. Moderator: Mrs. Marianne Yates, Transportation Center, Chicago. Speakers: *Railways*, Helene Dechief, Librarian, Canadian National Railways, Montreal; *Airways*, Mrs. Marian Herzog, United Airlines, Chicago; *Waterways*, Mrs. Margaret E. Sullivan, Librarian, Dravo Corporation, Pittsburgh; *Roadways*, Beverly Hickok, Librarian, Institute of Traffic and Transport Engineering, Richmond, California

CONVENTION-WIDE TOUR: 9:00 a.m. and 10:30 a.m., Documentation Center, Western Reserve University

Luncheon—12:00 Noon-2:00 p.m.

BIOLOGICAL SCIENCES and HOSPITAL DIVISIONS: Allen Medical Library

BUSINESS & FINANCE DIVISION: *The Long Run Outlook—Predictions and Their Research*, James M. Dawson, Vice-President and Economist, The National City Bank of Cleveland

HOSPITAL DIVISION: (see BIOLOGICAL SCIENCES DIVISION)

INSURANCE DIVISION: *Insurance Terminology*, Dr. Davis W. Gregg, President, American College of Life Underwriters, Philadelphia

METALS DIVISION

MUSEUM and PICTURE DIVISIONS: The Cleveland Museum of Art

NEWSPAPER DIVISION: Business Meeting

PICTURE DIVISION: (see MUSEUM DIVISION)

SCIENCE-TECHNOLOGY DIVISION, Pharmaceutical Section: *How The New Index Medicus Is Constructed*, Colonel Frank B. Rogers, Director, National Library of Medicine, Washington, D. C.

Afternoon

ADVERTISING and PUBLISHING DIVISIONS: Panel: *Main Office Library—Branch Office Library Cooperation: Present and Potential*. Moderator: Edward G. Strable, Librarian,

J. Walter Thompson Company, Chicago. Speakers: Dorothy Mattingly, Librarian, D'Arcy Advertising Company, St. Louis; Mrs. Doris Evans Saunders, Librarian, Johnson Publishing Company, Chicago; Eleanor M. Tafel, Librarian, Curtis Publishing Company, Philadelphia; Josephine Zitella, Librarian, Foote, Cone and Belding, Chicago

BIOLOGICAL SCIENCES and HOSPITAL DIVISIONS: Tour of Allen Medical Library and Medical Museum. *Place of the Medical Library in the Community*, Dr. David Kronick, Librarian, Allen Medical Library, Cleveland

BUSINESS & FINANCE DIVISION: Tour Business Information Division of the Cleveland Public Library and Tour and Tea, Library of the Federal Reserve Bank of Cleveland

DOCUMENTATION DIVISION: Business Meeting

GEOGRAPHY & MAP and TRANSPORTATION DIVISIONS: Tour of the Cleveland Transit System

HOSPITAL DIVISION: (see BIOLOGICAL SCIENCES DIVISION)

METALS DIVISION: *Sources of Metallurgical Literature in the Soviet Union*, Dr. Albert G. Guy, Professor of Metallurgical Engineering, Purdue University, Lafayette, Indiana

MUSEUM and PICTURE DIVISIONS: Tour of the Cleveland Museum of Art. Tea (Museum Division members only)

NEWSPAPER DIVISION: Tour Micro Photo, Inc. (members only)

PICTURE DIVISION: (see MUSEUM DIVISION)

PUBLISHING DIVISION: (see ADVERTISING DIVISION)

TRANSPORTATION DIVISION: (see GEOGRAPHY & MAP DIVISION)

CONVENTION-WIDE TOURS

National Aeronautics and Space Administration, Lewis Research Laboratory

General Book Binding Company

Dinner

BIOLOGICAL SCIENCES and HOSPITAL DIVISIONS: Presiding: Margaret E. Hughes, Circulation Librarian, Medical School Library, University of Oregon, Portland. *Horizons in Thoracic Surgery*, Dr. Neil C. Andrews, Ohio Tuberculosis Hospital, Columbus, Ohio

MUSEUM and PICTURE DIVISIONS: *Museum With Walls*, Conrad H. Rawski, Head of Fine Arts Department, Cleveland Public Library

NEWSPAPER DIVISION: *Short Cuts and Techniques in Library Procedures*

THURSDAY, JUNE 9

EXECUTIVE BOARD MEETING: 9:30 a.m.-12 noon; 2:00-5:00 p.m.

Convention Notes

The Convention Executive Committee assumes that you have been following the preliminary Cleveland programs and have now made up your mind that this is a Convention you cannot afford to miss! May we urge you to send in your hotel reservations as soon as possible so that you may have a room in the Convention hotel. It would also be appreciated if you would send in your advance registrations so that the Convention details might be completed as smoothly as possible.

Boat Trip

The two-hour boat trip scheduled for Monday afternoon, from 5:00 until 7:00 p.m., has been arranged as the result of popular demand. A two-hour trip up the Cuyahoga River and out into the Lake Area should give an interesting and unusual view of Cleveland.

Reservations for this trip (payable in advance) are \$4, which includes a fried-chicken box dinner. Send your checks to Mrs. Betty Burrows, Federal Reserve Bank of Cleveland, P.O. Box 387, Cleveland 2, Ohio.

Tours

Two of the tours listed in the program need advance registration. Because the Monday afternoon trip to Nela Park is scheduled shortly after the opening of the Convention, some indication of attendance is needed in order to make bus arrangements. The bus is being supplied by General Electric, so there is no cost to those participating.

The National Aeronautics and Space Administration is, of course, a United States Government installation. Accordingly, advance registration will also be necessary for this trip on Wednesday afternoon.

Both these tours are limited to 200 people. We will have to fill the reservations on a "first come, first served" basis. Therefore, please send your name and company affiliation to Winifred K. Slenker, Public Relations Department, Ohio Bell Telephone Company, 750 Huron Road, Cleveland 15, Ohio, if you plan on attending either of these two tours.

Baseball!

To those baseball fans who may be arriving early for the Convention, the Cleveland Indians play the Detroit Tigers both on Saturday and Sunday afternoons. As you have probably noticed from the advance pictures of Cleveland, the stadium is only a stone's throw from the Convention hotel.

Bindery Tour

Conventioneers have been invited by General Bookbinding Company to tour their bindery in East Cleveland. Transportation will be furnished and will leave the Hotel Cleveland at 3:30 p.m., Wednesday afternoon, returning at 7:00 p.m. If you are interested in this tour, indicate your desire to Miss Slenker, whose address is given above.

SLA Sustaining Members

The following organizations have expressed their interest in supporting the activities and objectives of the Special Libraries Association by becoming Sustaining Members for 1960. These are additions to the Sustaining Members listed in previous 1960 issues of *Special Libraries*.

AMERICAN CYANAMID COMPANY, New York, New York
AMERICAN GAS ASSOCIATION, New York, New York
BELL TELEPHONE LABORATORIES, Technical Information Library, New York, New York
CHARLES BRUNING COMPANY, INC., Mount Prospect, Illinois
COLUMBIA-SOUTHERN CHEMICAL CORPORATION, New Martinsville, West Virginia
CONSOLIDATED EDISON COMPANY OF NEW YORK, New York, New York
CROWN ZELLERBACH CORPORATION, San Francisco, California
GENERAL ELECTRIC COMPANY, Main Library, Schenectady, New York
GENERAL MOTORS CORPORATION, Research Laboratories, Warren, Michigan
GLICK BOOKBINDING CORPORATION, Long Island City, New York
B. F. GOODRICH RESEARCH CENTER, Brecksville, Ohio
MCGRAW-HILL PUBLISHING COMPANY, INC., New York, New York
NATIONAL BANK OF DETROIT, Detroit, Michigan
RADIO CORPORATION OF AMERICA LABORATORIES, David Sarnoff Research Center, Princeton, New Jersey
ROCKEFELLER OFFICE LIBRARY, New York, New York
SQUIBB INSTITUTE FOR MEDICAL RESEARCH, New Brunswick, New Jersey
J. W. STACY, INC., San Francisco, California
WYETH LABORATORIES, INC., Philadelphia, Pennsylvania

EDITOR'S NOTE: This list includes all applications received through March 16, 1960. Supplements will appear in future issues.

News From SLA Headquarters

Hall of Fame

President Dr. Burton W. Adkinson has announced that, "In recognition of their continuing service and many contributions to the Association and its Chapter, Division and international activities, Special Libraries Association is honoring Dorothy Bemis, Florence Bradley, Pauline M. Hutchison and Ruth Savord by election to the SLA Hall of Fame." Plans are being made to present medallions to the four new Hall of Fame members on June 7 at the annual banquet at the Association's Convention in Cleveland.

Dorothy Bemis, who retired as Assistant to the Director of the University of Pennsylvania Libraries in 1958, established and headed the Lippincott Library of the Wharton School of Finance and Commerce, University of Pennsylvania, Philadelphia, from 1927 to 1952. She served two terms as Chairman of the Special Libraries Council of Philadelphia and Vicinity, 1929-31, was active in establishing the Financial Group and during 1934-5 was Vice-President of the Association.

Florence Bradley, Librarian of the Metropolitan Life Insurance Company in New York City for many years before her retirement in 1948, was the Association's First Vice-President, 1928-30, and President of the New York Chapter, 1929-30. From 1932-34 she was the editor of *Special Libraries*.

Pauline M. Hutchison, Librarian of the Canada Life Assurance Company in Toronto, was one of the charter members of the Toronto Chapter and served as its first President, 1940-1941. She was Chairman of the 44th Annual SLA Convention in Toronto in 1953. Miss Hutchison plans to retire in December 1960.

Ruth Savord, organizer and Chief Librarian of the Council on Foreign Relations Library in New York City, will retire on April 15 of this year. Her many activities and offices include President of the New York Chapter, 1928-29, Editor of *Special Libraries*, 1931-32, Association President,

1934-35, and Chairman of the Professional Standards Committee, 1956-57.

Nominating Committee

The appointment by Winifred Sewell, First Vice-President and President-Elect, of the following members of the Nominating Committee to prepare the slate for the 1961 election, was approved by the Executive Board:

Beverly Hickok, San Francisco Chapter
Thomas V. Hull, Indiana Chapter
Mrs. Jimmie M. McWhorter, Alabama Chapter

Grieg Aspnes, Minnesota Chapter
Alberta Brown, Chairman, Michigan Chapter

Prospective names, with reasons for their selection, should be mailed as soon as possible to the Chairman, Alberta Brown, 1307 Warren Place, Kalamazoo, Michigan. In accordance with Bylaw IX of the SLA Constitution, the Nominating Committee must present the 1961 slate to the Executive Board by November 15, 1960.

Two candidates are nominated for each office. These include: President-Elect (First Vice-President), Second Vice-President (Chairman of the Advisory Council) and two Directors for three-year terms each.

Scientific Translation Announcement

The SLA Executive Board has been informed of the great improvement in the announcement of scientific translations over the situation reported earlier in these pages by John Binnington, then Chairman, SLA Translation Center Committee (September 1959, p. 348-9).

Technical Translations now includes in each issue a significant number of items supplied by the SLA Translation Center. Under the guidance of SLA member, Lillian Hamrick, previous backlogs have been considerably reduced. In addition, she has seen the index to volume 1 to the printers and anticipates that SLA'ers will have the volume 2 index by summer.

The Office of Technical Services announced at a meeting on February 3, in Washington, D. C., with NSF representation and your Translation Center Committee present, that its personnel situation had improved to the point where materials received from our Center will be handled routinely.

Donald Ramsdell, the new Chief of the Center, was introduced to the group at Washington and also to the Executive Board in Chicago on February 13. There he mentioned that the grant for a survey of translation sources in the United States has been re-submitted to the National Science Foundation and that he felt that the survey would strengthen the service position of the Center. He also felt that prompt service to requestors was a must and anticipates some new photoduplication equipment at the John Crerar Library that will materially assist toward the objective of giving 48-hour service.

As of December 31, 1959, the Center has received and cataloged 32,047 translations (14,943 from the Russian language and 17,104 from other languages). Of the 25,949 translations requested from the Center, 14,960 (or 57%) have been supplied.

Paul Feinstein of the National Science Foundation mentioned that over 20,000 non-current pages were being translated overseas under a program involving surplus agricultural funds and that the products of this work would be listed in *Technical Translations* and available on sale from OTS.

Karl Olsoni, NSF, is spearheading efforts toward a scientific translation center in Europe. Though a number of preliminary discussions have been held, final decision as to whether the center will be established will be determined in Paris in May.

John Green of OTS and SLA Translation Center Committee member, Alice Neil, compared observations on Russian documentation activities and did not feel that the Russians were more advanced than we on the mutual translation problem.

EUGENE B. JACKSON, Chairman
SLA Translation Center Committee

General Reserve Fund

At the Annual Business Meeting of June 21, 1951, it was voted to set a \$50,000 ceiling on the Association's General Reserve Fund. With the accumulation of interest over the years, this Fund has grown and now exceeds the established \$50,000 limit. Although the membership adopted the present Reserve Fund policy and has continued to vote on matters concerning it, Bylaw II, Section I of the Association's Constitution states, "Custody of all property of the Association is vested in the Executive Board, which has power to manage the same for the best interests of the Association." Since the General Reserve Fund is "property of the Association," the Finance Committee feels that to make it possible for the Fund to continue to grow and prosper, future policies relating to the Fund's management should be determined by the Executive Board. The Committee will therefore present the following motion at the Annual Business Meeting on June 7: "That the responsibility for the management and policy of the General Reserve Fund be transferred to the Executive Board in accordance with Bylaw II, Section I of the Constitution."

Annual Business Meeting

As required by Bylaw VIII, Section I, notice is hereby given that the **Annual Business Meeting** of Special Libraries Association will be held **Tuesday afternoon, 2:30 p.m., June 7, 1960** at the Sheraton-Cleveland Hotel, Cleveland, Ohio, with the Annual Convention of the Association.

Louisiana Chapter Activities

The Louisiana Chapter's Special Projects Committee has just completed two projects of interest. A Chapter *Who's Who, 1959* has been compiled and widely distributed, and volumes 1-12 of the *Louisiana Chapter Bulletin* have been bound into a complete file, including an index. Marie Spivey is Chairman of this active committee. The Chapter has presented a copy of Adrian Paradis' book, *Librarians Wanted* (see review, p. 217), to the Shreve Memorial Library.

Have You Heard . . .

Copyright Revision Studies

As authorized by Congress, the Copyright Office of the Library of Congress and an advisory group of specialists have been conducting studies of the copyright law (Title 17, U. S. G.) with a view to comprehensive revisions. The first four studies, printed for the use of the Committee on the Judiciary, are now available from the Superintendent of Documents, Government Printing Office, Washington 25, D. C., for \$.40. They cover the history of copyright law revision from 1901-1954, the size of the copyright industries, the meaning of "writings" in the copyright clause of the Constitution and the moral rights of an author. Studies summarizing other problems and issues will probably be published later and will be a basis for formulating recommendations to Congress for revision of the present law. Interested persons are invited to send their comments or views on any aspects of the copyright law to Arthur Fisher or Abe A. Goldman, both of the Copyright Office.

NSF Exhibits Available

The National Science Foundation has prepared two exhibits that may be borrowed free of charge by professional and academic groups. The Foreign Science Literature Exhibit is a compact, fold-up book display of some 70 cover-to-cover translated Russian scientific and technical journals now available to American scientists. Pertinent information about the journals is given in *List of Russian Scientific Journals Available in English*, a handout pamphlet, which lists the translated journals by discipline, and includes data on frequency, subscription price, issuing agency and when translation began. This display is suitable for a technical library, conference room or lobby. The Progress in Information Processing Exhibit consists of five self-standing, lighted panels depicting the historical development of electronic computers and requires 20 linear feet

of space. Both exhibits are offered for two-week periods, and requests will be scheduled in order of receipt. Inquiries and shipping arrangements should be addressed to the Office of Science Information Service, NSF, Washington 25, D. C.

Chapters Celebrate Anniversaries

On March 10, 1910, the first meeting of a Boston Chapter of Special Libraries Association was held, and on March 28, 1960, the Chapter officially celebrated its fiftieth anniversary. The program honored Boston's past-presidents and retired members. Rebecca Rankin was the guest speaker. On April 24, the New Jersey Chapter will be 25 years old. It will celebrate on April 25 with a meeting at which Dr. Burton W. Adkinson will speak and charter members be honored.

Members In The News

MARIAN E. LUCIUS, former SLA Executive Secretary, has accepted the newly-created post of Registrar at the Rockefeller Institute, a graduate university and research center in the life sciences in New York City.

JOSEPH M. SIMMONS has left the Library Bureau, Remington Rand, New York, to become the librarian of the Chicago *Sun-Times*.

New York Chapter Studies Literature Resources

The New York Chapter has inaugurated a cooperative community program to strengthen New York's science and technology literature resources in order to meet current and future needs. The first objective of the Special Committee on Science-Technology Resources will be to study existing information sources in New York City and consider the need for additional published guides to facilitate their use. The Committee would like to hear from other groups working on similar programs, and all communications should be addressed to the Chairman, Anne McCann, Library, Squibb Institute for Medical Research, New Brunswick, New Jersey.

Coming Events

CONFERENCE ON SCIENCE MANUSCRIPTS will be held in Washington, D. C., May 5-6, 1960. Supported by a National Science Foundation grant, the conference is being organized by the History of Science Society and will include participants from the National Academy of Science, National Historical Publications Commission and the Society of American Archivists. The purpose of the meeting is to inaugurate a continuing national program under which scientific manuscript collections will be deposited in appropriate locations and their locations and contents made known in a manner to encourage scholarly investigations. The proceedings of the conference will be published.

The Indiana Chapter is sponsoring a two-day INSTITUTE ON CHANNELS OF COMMUNICATION FOR SPECIAL LIBRARIES in conjunction with the Indiana University Division of Library Science, April 22-23, at Indiana University in Bloomington. Discussion will center on communication with library staff members, the library profession, management and the community as a whole. For further information write Mrs. Florence R. McMaster, Law Librarian, Indiana University Law Library, Indianapolis Division, 102 W. Michigan St., Indianapolis 4, Indiana.

The 9th annual convention of the NATIONAL MICROFILM ASSOCIATION will be held April 19-21 in the Statler-Hilton Hotel in New York City. The program is planned around four main subjects: tools, applications, problems and the future. Convention attendance and participation are open to everyone seriously interested in micro-documentary reproduction.

The ALA Cataloging and Classification Section of the Resources and Technical Services Division, the CLA Cataloging Section and McGill University are sponsoring a five-day INSTITUTE ON CATALOG CODE REVISION, June 13 through 17, preceding the Joint ALA-CLA Annual Conference in Montreal. The Institute will review and discuss the premises, objectives, procedures and present results of the revision of the ALA catalog rules and will bring up-to-date the material

presented at the Institute held at Stanford University in 1958. The deadline for registration is April 30, and the registration fee is \$60 (\$63 U. S.) for residence and meal accommodations and \$20 (\$21 U. S.) if outside living arrangements are made. Registration forms may be obtained from Mrs. Orcena Mahoney, Executive Secretary, Resources and Technical Services Division, American Library Association, 50 East Huron St., Chicago 11, Illinois or from Virginia E. Murray, Library School, McGill University, Montreal 2, Quebec, Canada.

The seventh annual convention of the SOCIETY OF TECHNICAL WRITERS AND EDITORS will be held jointly with the Technical Publishing Society, April 21-22, at the Drake Hotel in Chicago. The general theme of the conference will be the effective use of technical information. For full details write: R. F. Ellis, American Can Co., 11th Avenue and St. Charles Road, Maywood, Illinois.

Letters to the Editor

A Handbook Revision Committee in the Business & Finance Division has been appointed to undertake the compilation of the 6th edition of the *Handbook of Commercial, Financial and Information Services*.

The objective of the Committee is to make the new edition of value to all the sections of Special Libraries Association. We should like to encompass the many areas of information available to business, industry, associations and universities.

Members are urged to cooperate by sending their suggestions and samples of potential new entries. Comments on the value of specialized sources would be greatly appreciated by our group.

MARY A. MCNIERNEY, Chairman
Reference Librarian, Standard & Poor's Corporation
• 345 Hudson Street, New York 14, N. Y.

May I invite all engineering libraries to send me a copy of their acquisitions list or library bulletin. The analysis of these publications will be summarized in a paper to be given at an Engineering Section of the Science and Technology Division meeting on June 6 in Cleveland. A panel of San Diego librarians and a nationally known human engineer will review the publications and select "uniqueness" and "value engineering" aspects of the bulletins received.

Please send sample copies to me at the address below.

KEITH BLAIR, Chief Librarian
Convair, Mail Zone 6-157, San Diego 12, Calif.

SPECIAL LIBRARIES

Off the Press . . .

Book Review

LIBRARIANS WANTED. *Adrian A. Paradis.* New York: David McKay Co., Inc., 1959. x, 276 p. \$3.50. (L.C. 59-9059)

Selling the profession of librarianship to prospective entrants has entailed the use of scores of printed aids. Several library associations have issued handsome brochures, SLA's *Putting Knowledge to Work* ranking among the best. In addition, leaflets, reprints of selected articles and postable display materials have been distributed by the thousands, hailing our various specialties, extolling the rewards, describing "typical" operations and picturing the successful, satisfied librarian. The guidance officer and counselor has a wide but very possibly confusing choice of materials with which to work.

The present book attempts to provide a sampled survey of the entire field, including all major types of libraries and the variety of jobs in them. Intended for high school or college students, its style is tailored to the teen-ager. Special effort is made to get beyond the limited view of the field seen by the average library user, pointing out the range of job titles to be found, professional and other. Brief "visits" are made to over 50 libraries, about half in the public, regional, school, college-university and government categories; the remainder are special libraries in various sizes and subjects. Descriptions are given of materials collected, clients served, types of service and training and background considered appropriate. For the public, school and special groups, specific lists detail advantages and disadvantages of these categories of library work. Final chapters suggest steps in personal evaluation of such a career, how to obtain additional information, how to get started with part-time work and education, and finding jobs. Accredited library schools and 1957 salary ranges are listed.

Mr. Paradis is a former librarian, once Treasurer of SLA and now a corporate officer for American Airlines; he has authored five other guides for young people considering part-time work as well as their larger future. Much groundwork obviously went into this presentation, and acknowledgments are made to a goodly number of librarians, including several active in recruitment for various groups. The importance of the non-professional contribution is recognized. Achievement of success by persons without formal library training is also noted by example, but strong recommendation is made for the professional degree as largely essential to advancement.

Few questionable statements were uncovered, i.e., the H. W. Wilson Company Chapter Award is cited as given simply to the "best" chapter;

library school course titles follow pre-1950 lines (now used primarily in undergraduate offerings). Some may wonder whether *Happy Birthday, The Desk Set* and *The Music Man* really are evidence of public recognition of librarians' importance or that one enticing aspect of librarianship is the possibility of being promoted out of it into managerial positions. Some may also find the exposition a trifle effusive in style and glowingly reiterative of the wonders of this way of life. However, drawbacks are not glossed over—the pressures, the workloads, the remunerations and the facilities which sometimes shade the genuine satisfactions we all recognize.

Whether a clear picture of librarianship is to be gained herein is conjectural, beyond the concept of working with materials, information and people. But this picture has perhaps never been too clear to any of us. The compilation is well organized, covers much territory and should, particularly when working with the limited age group, provide a useful addition to descriptive literature on a library career.

WILLIAM S. BUDINGTON, Associate Librarian
The John Crerar Library, Chicago, Ill.
Chairman, SLA Recruitment Committee

New Serials

SOVIET GEOGRAPHY: REVIEW & TRANSLATION, a new monthly publication of the American Geographical Society and supported by a grant from the National Science Foundation, will make available in English reports of current Soviet research in geography. In addition to translations of geographic articles, the journal contains news notes on Soviet political and economic developments of interest to geographers and a survey of Soviet geographic literature. The annual subscription rate is \$6; single copies are \$1. Orders should be addressed to American Geographical Society, Broadway at 156th Street, New York 32, New York.

STUDENT, "The Student's Russian Monthly," a publication of Student, Inc., P.O. Box 1627, Washington 13, D. C., is designed primarily to assist students of the Russian language. It publishes in Russian articles on Russian history, art, literature and science as well as subjects of a more general nature. Articles will be written on the beginning, intermediate and more advanced levels of language achievement, and each section will be closely supervised by an experienced Russian language instructor. The annual subscription rate is \$5.50; \$3 for six months; and 50¢ for single issues.

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REFERENCE LIBRARIAN: B.S. degree (or higher) in chemistry; library science degree and/or experience required; knowledge of technical French and German helpful. Esso Research & Engineering Company, P. O. Box 175, Linden, N. J.

SCIENCE LIBRARIAN: Rapidly growing library, adjacent to Sun Valley, Salt Lake City, Yellowstone and the Tetons, needs library school graduate, with at least 1 year experience and 1 year of a laboratory science. Salary \$5220-5784, depending on education and experience. Good fringe benefits, faculty status. Write: Eli M. Oboler, Idaho State College Library, Pocatello, Idaho.

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CONTENTS OF THE 1960 AB

THE ABC OF BOOKSELLING

New & Used, O.P., Specialist
Trade Abbreviations
Appraisals of Books
Banned Books
Bibliography
Bindings
Book Sizes, American & English
Care & Repair of Books
Censorship & Booksellers
Condition of Books
Edition, Issue, Impression, State
Locating Your Bookshop
O.P. Advertising
O.P. Quoting
Pricing & Costing Books
Rare Books & Bookselling
Search Service, New & O.P.
Specialist Bookseller, New & Old
Trade Statistics & Terms
Valuing & Pricing
Specialist Book Publishers
Specialist Book Services
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